European Agency for Safety and Health at Work

ISSN: 1831-9343

Safety and health in micro and small enterprises in the EU: from policy to practice

Description of good examples

European Agency for Safety and Health at Work

Authors

Peter Hasle and Bjarke Refslund, Sustainable Production, Department of Materials and Production, Aalborg University Copenhagen; Ann-Beth Antonsson, Swedish Environmental Research Institute (IVL); Monique Ramioul, Research Institute for Work and Society, Katholieke Universiteit Leuven (HIVA-KU Leuven); and David Walters, the Cardiff Work Environment Research Centre (CWERC) at Cardiff University.

Acknowledgements

This report was written based on research conducted by and contributions from partners in the SESAME Project Research Group: Laurianne Terlinden, Research Institute for Work and Society, Katholieke Universiteit Leuven (HIVA-KU Leuven); Carsten Brück and Claudia Oldenburg, Kooperationsstelle Hamburg IFE (KOOP); Emma Wadsworth, the Cardiff Work Environment Research Centre (CWERC) at Cardiff University; Marina Järvis, Karin Reinhold, and Charles Woolfson, the Tallinn School of Economics and Business Administration, Tallinn University of Technology (TTU); Raluca Stepa, the Romanian National Research and Development Institute of Occupational Safety (INCDPM); Guido J. L. Micheli and Enrico Cagno, the Politecnico di Milano (POLIMI); and Sandrine Caroly and Déborah Gaudin, Université Grenoble Alpes.

In addition, we are very grateful to the project's international advisory board members, Ellen MacEachen, Joan Eakin, Michael Quinlan and Jukka Takala, for their most helpful and insightful comments on this report. We also thank the EU-OSHA staff and focal point representatives for their thoughtful comments.

Project management: Malgorzata Milczarek and Boglarka Bola, European Agency for Safety and Health at Work (EU-OSHA)

This report was commissioned by the European Agency for Safety and Health at Work (EU-OSHA). Its contents, including any opinions and/or conclusions expressed, are those of the authors alone and do not necessarily reflect the views of EU-OSHA.

Luxembourg: Publications Office of the European Union, 2017

ISBN: 978-92-9496-643-8

doi: 10.2802/270452

Luxembourg: Publications Office of the European Union, 2017

Table of contents

1 Introduction

Micro and small enterprises (MSEs) have difficulties managing occupational safety and health (OSH) and hence may experience poor OSH conditions and often lack systematic OSH management. The complex causes for this and the outcome in terms of work-related injuries and poor working environments are described in the first report from the Safe Small and Micro Enterprises (SESAME) project (EU-OSHA, 2016). The workplace view is described and discussed in another report from the SESAME project (EU-OSHA, forthcoming).

Even if there are problems related to OSH, there are also many good examples on how to reach out to MSEs and improve OSH conditions and OSH management among MSEs. An inventory has been made of such good examples, and selections of the examples are described in this report in order to showcase these good examples.

The descriptions of the good examples have been developed to serve as inspiration for stakeholders and intermediaries on how to reach out to and improve OSH in MSEs. The aim is also to provide sufficient information for an analysis of what kind of initiatives work, how the good examples have been or can be tailored to the target group and how they can be adapted to the needs, prerequisites and context of the target groups in order to answer the question 'What works, for whom and under what circumstances?' (Pawson and Tilley, 1997).

The rich variety of good examples illustrates the wide range of available means to improve OSH. The examples vary in purpose and aim, methods, targeted sectors and actors, dissemination of knowledge, and sustainability, to mention some of the most important dimensions. The 44 good examples are grouped according to their main themes and approaches. Each theme is briefly commented on, in order to highlight other examples that apply a similar approach but are presented under other themes. They are also commented on to present different aspects on the themes.

In the report from work package (WP)3 of the SESAME project, the experience and insights learned from the 44 good examples described below are included in the overall discussion of the findings from WP3 in order to get a deeper understanding of the mechanisms and dynamics behind the examples, what MSEs they are aimed at, what has been achieved and what mechanisms make them effective. This answers the core question 'What works, for whom and under what circumstances?'. Based on this analysis, it is also discussed how these examples can be developed and improved in order to be more efficient and effective.

2 Methodology

The methodology applied to find and select the good examples is described in detail in the guidelines developed for the research project and it were used by the nine partners in their work with the good examples. The methodology that was applied is described below.

- **Identification of good examples**

An initial inventory was made by all partners to identify good examples in their own country. In addition, a search was made for good examples from other countries. This search was, however, limited by the language skills of the partner group. A search was also made of good examples described in the scientific literature and presented at conferences, especially the Understanding Small Enterprises (USE) Conference[1], which focuses on OSH and small companies. The scientific literature, however, mainly described pilot studies and did not describe any sustainable programmes or why it was decided not to include them in the good examples. In all, this resulted in a list of 88 good examples.

[1] The USE Conference was held in Denmark in 2011, New Zealand in 2013 and the Netherlands in 2015.

- **Selection of the good examples**

The final 44 examples in this report have been selected in an iterative process from the best examples that the partners were able to identify. The selection of the 44 examples mirrors the ambition to include a fair distribution of examples from all partner countries and is based on the following criteria:

- The most important selection criterion is that the good example is directed towards, or adapted to, MSEs or MSE-dominated sectors and that there is evidence of some kind that the example has been effective and has reached out to the target group.
- Sustainable examples were prioritised. The sustainable examples were complemented with a few time-limited campaigns, as they illustrate methods that are common and fill a function as awareness-raising activities that initiate OSH improvements.
- The examples are complementary to each other and illustrate different kinds of strategies that can improve OSH in MSEs. Some examples with similar approaches have been included because they reflect an interesting adaptation to national or sectoral context.
- Examples using innovative and novel methods and strategies have been included, even if the evidence of their effectiveness is still limited.

- **Description of the good examples**

The information about the good examples was collected through several complementary channels and information providers and has been compiled according to a common format for the descriptions.

The information about the examples is mainly based on the public information available on websites and on information available in different kinds of reports and evaluations. In addition, interviews were held with stakeholders involved in the good examples. One of the criteria for the examples being considered 'good' was that they are appreciated and used by MSEs. For most of the examples, different types of information verified this, for example questionnaires to participants in seminars. For some of the examples, however, the MSEs reached by and using the support provided could not be identified. When the support was provided online, it was seldom possible to identify the MSEs using the support. In these cases, the descriptions relied on information from other sources that had been in contact with MSEs using the support, typically intermediaries involved in the examples or the dissemination of the examples and authorities.

3 Results

This report describes 44 good examples that have, in different ways, succeeded in improving OSH conditions and OSH management in micro and small companies. These examples were selected because they are interesting and provide useful information on the mechanisms and dynamics included in improving OSH in MSEs and they serve as a basis for the discussion about how to reach out to and support MSEs in improving OSH. For this discussion, please see the report *Safety and health in micro and small enterprises in the EU: from policy to practice* (EU-OSHA, 2017), which analyses and discusses the results from WP3.

In the following sections, the 44 examples are described under the following themes:

- orchestrated examples built on multi-dimensional strategies;
- get MSEs aware of, interested in and working with OSH;
- strengthening OSH infrastructure through structures for providing personal OSH support to MSEs;
- non-OSH intermediaries engaging in OSH;
    - other authorities and regulatory bodies;
    - intermediaries without regulatory power;
- using requirements from the value chain as a lever for OSH;
- OSH training for MSEs and their employees;

- OSH training for MSEs;
- OSH training in vocational training;

- economic support for OSH improvement;
- provision of tools and methods suited for support of OSH and OSH management in MSEs;
  - tools supporting OSH management;
  - tools supporting risk identification and good practice for sectors;
  - tools for the psychosocial working environment;
  - tools supporting the design of workplaces in some sectors;
  - networks as a tool to reach out to and support MSEs
- methods for authorities' supervision adapted to MSEs.

Each theme is shortly introduced. In addition, and when appropriate, cross-references are made to good examples under other headings which apply a strategy that relates to the theme.

Table 0.1 gives an overview of the good examples (grouped according to the themes described above) and the countries the good examples originate from.

Table 0.1. An overview of the good examples according to theme

Theme	BE	DK	DE	IE	IR	FR	IT	NL	PL	RO	SE	UK	Total
Orchestrated examples built on multi-dimensional strategies		1	1		2					2			6
Get MSEs aware of, interested in and working with OSH			2					1	2				5
Strengthening OSH infrastructure through structures for providing personal OSH support to MSEs		1		1						2			4
Non-OSH intermediaries engaging in OSH			1								3		4
Other authorities and regulatory bodies											2		2
Intermediaries without regulatory power			1								1		1
Using requirements from the value chain as a lever for OSH	(1)						1			1	1		3
OSH training for MSEs and their employees			1		1	2			2	2			7
OSH training for MSEs			1			2			1	1			5

Theme	BE	DK	DE	IE	IR	FR	IT	NL	PL	RO	SE	UK	Total
OSH training in vocational training					1 (1)				1	(1)			2
Economic support for OSH improvement		(1)				1							1
Provision of tools and methods suited for support of OSH and OSH management in MSEs	4		2	1	2	1			1	1			12
Tools supporting OSH management			2										2
Tools supporting risk identification and good practice for sectors	3			1	1				1	1			7
Tools for the psychosocial working environment	1					1							2
Tools supporting the design of workplaces in some sectors					1								1
Networks as a tool to reach out to and support MSEs			1										1
Methods for authorities' supervision adapted to MSEs		2											2
Total	4	4	3	5	1	5	4	1	1	5	7	4	44

Note: one example describes a similar approach that is used in parallel in two countries; one of these has been placed in brackets.

- **References**

EU-OSHA (2016). *Contexts and arrangements for occupational safety and health in micro and small enterprises in the EU — SESAME project. European Risk Observatory literature review*. Available at: https://osha.europa.eu/sites/default/files/publications/documents/Dos%20627%20-%20SMEs_0.pdf

EU-OSHA (forthcoming). *Safety and health in micro and small enterprises: The view from the workplace.*

Pawson R and Tilley N (1997). *Realistic Evaluation*. London: SAGE Publications.

4 Good examples

4.1 Orchestrated examples built on multi-dimensional strategies

Improving OSH in micro and small companies may require several kinds of support in order to, for example, increase awareness and to provide OSH training and the different kinds of tools required to identify and control risks. This support will also help reach out to MSEs via a dissemination strategy, which often includes cooperation with many different stakeholders (Hasle et al., 2017). Several of the good examples combine different activities and strategies in order to provide a broad selection of activities. Four such orchestrated examples are described below.

Good example 1. Denmark

Prevention packages — economic support for improvement of OSH in MSEs

Good example 2. France

A programme for road transport and restaurants using OiRA — Online interactive Risk Assessment

Good example 3. Sweden

Safe Forestry — a combination of activities to improve safety in forestry

Good example 4. Sweden

Weld Right (SvetsaRätt) — a web platform for improving OSH and OSH management in welding,

Good example 5. Germany

Network activities and instruments in the construction sector — Initiative for a New Quality of Work (INQA) advances good construction and instruments (Check-Bauen, BauWertInWest)

Good example 6. France

A broad programme aimed at improving safety and health in small construction companies

Several other examples combine different approaches, but have another main focus. These are described under the headings to follow.

- **References**

Hasle P, Limborg HJ, Grøn S, Refslund B (2017). Orchestration in Work Environment Policy Programs. *Nordic Journal of Working Life Studies* 7(3): 43–62.

Example 1. Prevention packages - economic support for improvement of OSH in MSEs - Denmark

Peter Hasle, Sustainable Production, Department of Materials and Production, Aalborg University Copenhagen.

Background

The prevention packages were developed and offered by the Prevention Fund, which was established by the Danish government after a decision by the parliament in 2006. The majority of the political parties entered an agreement about increasing the retirement age. The Prevention Fund was established with the goal of improving the work environment in order to prevent early exclusion from labour market and to make it possible for older workers to stay in their job until retirement. The retirement age is now being raised from 65 to 67, and it will later be raised again to 70 or above. The Prevention Fund was thus established to invest in improvement of the work environment in sectors and jobs where the risk of exclusion and long-term wear and tear were particular prevalent. The Prevention Fund opened for applications from private and public companies in high-risk sectors for improvement of the work environment in order to reduce long-term tear and wear. However, it became evident after the first few years of operation that MSEs could not benefit from the Prevention Fund, as they did not have the resources and qualifications to write extensive applications for projects. At the same time it was realised that MSEs have a strong need for improvement in several high-risk sectors.

The development of prevention packages was thus initiated in 2010 and the first packages were offered from 2011 and quite significant funds were allocated as shown in Table 1.1. The possibility to apply for a prevention packages was terminated by the end of 2015, and the last grants ended in 2016. The reason was that priorities had changed in the Danish parliament.

The content and methodology of the prevention packages were designed by the Danish Working Environment Authority (WEA) and the National Research Centre for the Working Environment, in collaboration with the social partners in the covered sectors.

Budget

Table 1.1. Funds provided for the prevention packages

Year	Danish krone (million)	Euro (million)
2011	55	7.3
2012	55	7.3
2013	55	7.3
2014	55	7.3
2015	16.5	2.2
Total	236.5	31.5

The review of the prevention packages was based on research and internal evaluation activities that closely followed the packages (Dziekanska et al., 2013; Hasle et al., 2012; Kvorning et al., 2013; Kvorning et al., 2015; Oxford Research, 2014). In addition, the review builds on annual reports from the Prevention Fund (BM, 2011; Forebyggelsesfonden, 2011, 2012, 2013, 2014) and extensive descriptions of the prevention packages, which can be found at the homepages for the Fund[2].

[2] http://www.forebyggelsesfonden.dk/forebyggelsespakker.html (accessed 11 October 2016).

- **Target groups**

Sectors with employees with a high risk of exclusion from the labour market were targeted for support from the Fund. In 2010 it was decided to develop specific programmes for MSEs in these sectors. Table 1.2 provides an overview.

Table 1.2. The target groups of MSEs

Sector	Size	No of different packages in sectors	Launched	Topics
Construction	1-9	3	January 2011	▪ Lifting aids ▪ Planning ▪ Accidents
Auto repair	1-25	4	September 2011	▪ Housekeeping ▪ Lifting practices
Transport of passengers	1-25	4	September 2011	▪ Improving customer contact ▪ Health promotion
Cleaning	1-20	1	October 2011	▪ Both physical and psychosocial factors
Wood and furniture	1-20	1	October 2012	▪ Heavy lifting
Metal and machinery	1-20	1	March 2013	▪ Lifting, layout, communication and physical exercises
Slaughterhouses	1-40	2	March 2013	▪ Ergonomics and communication ▪ Physical exercises
Plastics, glass and concrete	1-20	1	January 2014	▪ Ergonomics, communication and physical exercises
Agriculture, forestry and fishing	1-20	4	February 2014	▪ Ergonomics ▪ Physical exercises
Electronics	1-20	2	February 2014	▪ Physical and psychosocial well-being ▪ Physical exercises
Food industry	1-20	2	January 2015	▪ Ergonomics ▪ Physical exercises
Hairdressers	1-20	2	January 2015	▪ Ergonomics ▪ Physical exercises
Textile and paper	1-20	2	January 2015	▪ Ergonomics ▪ Physical exercises

In addition to the target groups mentioned above, a number of public sector workplaces have also been targeted for the prevention packages, but even though the individual workplaces can be relatively small, they are also part of a larger organisation and are therefore not included in this description.

MSEs could apply for funding for preventive OSH activities in their companies, and the target group is therefore limited to the ones who voluntarily applied for funding; this can be expected to include companies with a relatively positive attitude to the work environment. However, the WEA launched special target inspection campaigns in parallel with the dissemination of information about the prevention packages. Some companies experienced pressure from labour inspectors and subsequently applied for a prevention package (Kvorning et al., 2015). The target group therefore reached beyond the most positive companies. However, the research also pointed out that the forced entry to a prevention package would reduce motivation and that the chance for a successful implementation would be limited (Kvorning et al., 2015).

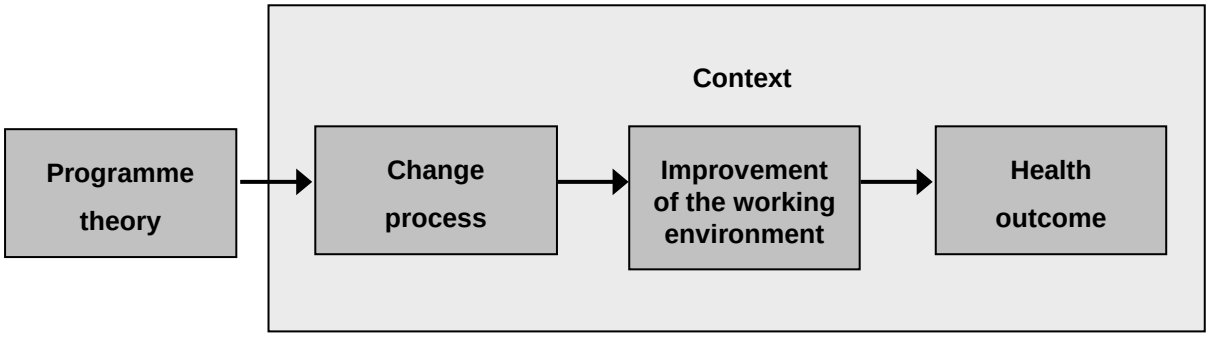
- **Description of the good example**

The prevention packages build on four policy instruments:

- economic support;
- a script with a detailed explanation of how to implement the prevention package;
- parallel inspections in the sectors where prevention packages are launched;
- promotion by the social partners.

It was an important priority for the development of the prevention packages to base the design on the best available scientific evidence on risk and prevention and on the particular knowledge about MSEs in the particular sector (Hasle et al., 2012). The design process built on programme theory of the changes needed for improvement of the work environment and the concept of realist evaluation of the mechanisms that could initiate the changes (Pawson and Tilley, 1997) and as illustrated in Figure 1.1.

Figure 1.1. The basic design model for the prevention packages (Hasle et al., 2012).



An important requirement for the design, among others things, was that it should be possible for the enterprises to implement the packages without the assistance of external advisors to keep the cost of each package down. It was later decided to offer a limited advisory support from WEA inspectors in the construction sectors only, as it was judged especially pertinent for this sector to get external assistance.

- **Economic support**

Each company that received support for the implementation of a prevention package had the possibility of a refund of the salary for the time used by the employees and managers and a limited refund of other costs. It would for instance be a maximum of DKK 20,000 (EUR 2,670) for construction companies and approximately DKK 50,000 (EUR 6,670) for auto repair companies. The level of support was determined in order, on the one hand, to ensure an interest among the MSEs and, on the other hand, to prevent MSEs from applying for a prevention package just to receive the economic support. Another reason was, of course, to keep the cost down in order to reach as many MSEs as possible.

- **A script**

For each prevention package the key instrument was a detailed script. It explains the sequence of the implementation, whom to involve, meetings to organise and activities to carry out. In addition, tools for assessment of changes, activity plans and other purposes are provided. The implementation is planned to limit the time consumption, especially by the owner-manager; this is most often a serious constraint for MSEs. Two examples of the main content of scripts for construction and auto repair are depicted in Boxes 1.1 and 1.2.

Box 1.1. A prevention package for better and safer planning in construction[3]

The script has 15 pages, comprising 4 pages of instructions and 11 pages of tools. The activities are divided in three phases:

1. Phase 1. Start
   - a good start (the employer and an employee meet in order to plan the process);
   - take the right decisions (the employer organises a meeting for all employees for introduction to the tools they are going to work with in the enterprise).
2. Phase 2. Testing
   - planning a new building project and calculation of bid (implemented by employer, OSH is included in bid);
   - planning the daily tasks (employees test the new planning tools selected in the enterprises);
   - discussion of the experience from testing (a meeting for the employer and the employee for evaluation of the experience with the tools).
3. Phase 3. Embedment and evaluation
   - talking about how to adapt and ensure further application (a final evaluation meeting to ensure embedment).

Tools for better planning:

- form for project scrutiny and calculation of bids;
- form for planning and implementation of a building task;
- procedure for tool box meetings;
- procedure for inspection rounds.

Box 1.2. A prevention package for reorganising the workshop in the auto repair sector[4]

This package is building on the ideas from the lean tools 5S (Sort, Shine, Set in order, Standardise, Sustain). It has a script of 19 pages, including 6 pages of instructions and 11 pages of tools. The script starts with an introduction to the approach and then explains the three phases used to implement the reorganisation.

1. Phase. Start
   - An introductory meeting with the employer and all involved staff is held.
   - The employer and a selected employee meet in order to do the actual planning.
   - Necessary materials are purchased or rented (cleaning materials, waste containers, paint and painting tools, perhaps new storage shelves).
2. Phase. Implementing the reorganisation
   - The workshop is closed for two days during the reorganisation.
   - The first day is used for sorting (everything not used on a daily basis is scrapped or stored away), cleaning and painting (shine), and finally all equipment and materials are set in the new order.

[3] http://www.arbejdsmiljoviden.dk/Vaerd-at-vide-om-arbejdsmiljo/Arbejdsmiljoarbejdet/Forebyggelsespakker/Bygge-og-anlaeg (assessed on 7 October 2017)

[4] http://www.arbejdsmiljoviden.dk/Vaerd-at-vide-om-arbejdsmiljo/Arbejdsmiljoarbejdet/Forebyggelsespakker/Transportmidler

- The second day is used to complete the setting of a new order and finally to agree on the standard that everybody in the workshop wants to maintain in the future.
- The process is documented before and after with photos.

3. Phase. Evaluation of sustainability
   - An evaluation meeting after two to four weeks is used to ensure sustainability of the improvements.

Tools:

- slogans for the activities (what do the 5S items mean);
- tips for the efficient and healthy organisation of the workshop;
- deficiency list.

- **Parallel inspections**

WEA prepared specially targeted inspection campaigns in sectors where prevention packages were available. The launching was coordinated with both the WEA and the social partners. The inspections in construction, for instance, consisted of two visits. The first one was an advisory visit where enforcement notices were not issued unless life-threatening risks were encountered. In the second visit, the inspectors followed up and if there were still a lack of compliance with the legislation, enforcement notices were issued. The inspectors also used the opportunity to suggest that the MSEs apply for a prevention package. It happened in cases where the inspector would consider it to be useful for the particular enterprise, but it was also in this context that some owner-managers felt they got an offer from the inspectors, where they could not choose to say no, as they feared the inspector in this case would be more coercive.

- **Promotion by social partners**

The social partners in the specific sector were involved in the development of the prevention packages and considered the packages to be a good opportunity to support their members. They have therefore taken an active role in the involved sectors in the promotion of the prevention packages, and in some sectors most of the MSEs learned about the possibility from their employer association. It seems as if the positive motivation to make an effort for full implementation of the prevention package in this case would be stronger (Kvorning et al., 2015).

- **Results and evidence of impact**

Table 1.3 shows the number of MSEs that received a preventive package in the first four years, which they were offered by the Prevention Fund. There are no published numbers available for 2015 and 2016, and therefore not for the three sectors where packages were launched in 2015. The figures show that almost all packages were awarded to two sectors: construction and auto repair. There are several reasons for this result. They both constitute sectors with a particular large proportion of small and medium-sized enterprises (SMEs), and where the labour inspectors were very active in the promotion of the packages in construction. Furthermore, the employer association for auto repair was particular active in promoting the packages for their members. Another important reason is that the packages fit very well to the sectors' particular context (Kvorning, 2015; Kvorning et al., 2015).

Table 1.3. Number of MSEs which received a preventive package 2011-2014

Sector	Number	%
Construction	441	23.9
Auto repair	1,287	69.8

Sector	Number	%
Transport of passengers	0	0.0
Cleaning	19	1.0
Wood and furniture	2	0.1
Metal and machinery	23	1.2
Slaughterhouses	16	0.9
Plastics, glass and concrete	11	0.6
Agriculture, forestry and fishing	30	1.6
Electronics	15	0.8
Total	1,844	100

In the period 2011-2014, the prevention packages reached 1,844 MSEs, with construction and auto repair as the two domination sectors. The evaluation of 285 MSEs that completed a package from October 2012 to August 2014 (Oxford Research, 2014) shows positive results (Table 1.4).

Table 1.4. Evaluation results

Question	Response	%
Contribution to focus on work environment	Agree	92
	Do not agree	1
	Do not know	7
New initiative to improve the work environment	Yes	65
	No	20
	Do not know	15
New knowledge about the work environment	Agree	82
	Do not agree	9
	Do not know	9
More systematic approach to work environment	Agree	81
	Do not agree	3
	Do not know	16
More involvement of workers in work environment	Agree	88
	Do not agree	3

Question	Response	%
	Do not know	9
Number answers and response rate	190	67

A similar positive response is found in the other evaluations of the prevention packages (Dziekanska et al., 2013; Kvorning, 2015; Kvorning et al., 2013) from both surveys and visits to enterprises. Kvorning (2015) found, during follow-up visits to 12 MSEs 6-12 months after completion of the prevention package, that most of them had sustained the improvements of the work environment and that, for a considerable number of them, the prevention package had initiated other improvements outside the scope of the initial package.

- **Learning from weaknesses and failures**

Some MSEs failed in the implementation because in some cases the owner-managers did not have, or lost, the motivation during the implementation (Kvorning, 2015; Kvorning et al., 2015). Some of them felt forced by the labour inspectors and could not really see the benefit for their company, whereas others ran into business problems and, consequently, ensuring a good work environment became a lower priority than these other business problems. There are even cases where the enterprise during the relatively few months allocated for the implementation of a prevention package closed down the business for economic reasons. An important challenge is therefore to reach a target group of MSEs that had sufficient motivation and capacity to fully implement the prevention packages. Kvorning (2015) subsequently recommended that it would be valuable to pursue the process of tailoring even more, which could increase the success rate.

It was furthermore pointed out in the evaluation report (Oxford Research, 2014) that the flexibility in the implementation of the prevention packages could be too much for the MSEs. That is perhaps in particular a problem for the last sectors that were offered prevention packages, as the design strategy changed to make faster development of new packages and there was a political interest to integrate work environment improvements with health promotion such as physical exercise. The packages therefore tended to be broader and less specific. Even after selection of the package, the MSEs have to make several more choices about what to do during the implementation, whereas the first packages offered one simple script to follow for the whole implementation. They did, for instance, require the MSEs to select several different activities with both an ergonomic improvement and a physical exercise part. The script therefore became generic and it was less self-evident what the next step should be.

It was politically decided that the limited resources should not be used for external OSH advisors. This is understandable as a result of the resource limitation, but it also contradicts the general knowledge about MSEs appreciating personal contact (Hasle and Limborg, 2006). However, this approach seems to work for auto repair, which is a sector with an extensive experience of handling written manuals. It was considered to be difficult for construction, and it was therefore decided that MSEs would get facilitation from labour inspectors (funded by WEA).

The packages for the transport sector seem to have completely failed (Table 1.3). No MSEs at all have been awarded packages and none have applied either. It is a sector with a really high proportion of MSEs, but also with a special context, which the design of the packages apparently did not fit. The lack of facilitators could be an important reason for the failure in this sector. WEA did not have the necessary resources to offer facilitation, and it is a difficult sector because the employees typically work independently on the road. The owner-managers therefore found it too difficult to implement a prevention package.

- **Conclusions**

The prevention packages constitute a new approach to MSEs in the Danish context. Denmark does not have a system that ensures access to OSH advisory services (Hasle et al., 2016; Kabel et al., 2007). This is left to private consultants who offer advisory services, and MSEs generally do not buy such services. MSEs are expensive and difficult to reach through traditional inspection, advisory and information activities. The prevention packages were carefully designed to utilise the best available evidence and were tailored to the specific sectors. The packages were also developed in strong collaboration with the social partners. This strategy seems to work in the way that the MSEs report back that the packages were useful for them. This is remarkable, as it is often difficult for MSEs to carry out work environment activities without the help of external advisors. The combination of the economic support with the simple script is probably the most important element, but the support from the social partners — telling the MSEs that it was worth putting effort into — is probably also important.

It was not equally successful in all sectors. Auto repair was the sector where the prevention packages became most popular, and where the MSEs apparently found it very relevant to follow a script (Kvorning, 2015). This was perhaps because using manuals is such a natural thing for an auto mechanic, whereas MSEs in other sectors — in particular construction — found it much more difficult. Even with the assistance of advisors from WEA, it proved difficult for MSEs in the construction sector. The ever-changing workplaces and a culture delivering ad hoc solutions as needed, constituted severe constraints for the owner-managers, even in cases where they applied for the planning prevention package because they realised that they needed to do more systematic planning (Kvorning et al., 2016). In the other included sectors, the interest was more limited, and in the case of transport not existing. However, most of these sectors have considerably smaller numbers of MSEs, and the prevention packages were only open to them for a much shorter time.

It can be questioned whether providing economic support for individual enterprises is a viable long-term strategy. It will be very costly if all MSEs are reached in this manner, and the MSEs are, as all other employers, by law responsible for ensuring a safe and healthy work environment. However, it is well established that MSEs do not have the resources in terms of time, attention and money to manage OSH in a proper manner (EU-OSHA, 2016). Paying a relatively small amount of money for making improvements can therefore be a relevant supplement, but is not a substitution for other programmes such as regulation with inspections and information and training activities. An important point in this context is to keep the support for each individual enterprise to a minimum in order to ensure that they do not apply for support for a prevention package for purely economic reasons.

It is of course not possible to reach out to all MSEs with economic support, but an important mechanism for owner-managers of MSEs is to pay attention to what peers are doing. They want to find a workable and acceptable level for the work environment (Hasle et al., 2012), and in that manner peer companies that are making extra effort to improve the work environment can be important role models. Even though only a limited target group is reached by the prevention packages, and the group is dominated by the best and most motivated MSEs, the fact that they apply new and better methods can work as the good example, which can be copied by other enterprises.

- **The future of the good example**

The prevention packages have for several years received strong support from all concerned parties, including political parties in the parliament, the authorities and the social partners. The possibility of applying for new packages was abandoned by the end of 2015, and it is an open question whether the government will provide additional funds for prevention packages.

However, the idea of designing tailored packages for work environment improvements has wide support and now serves as inspiration for activities in many different contexts. It is now promoted by the sector work environment councils and on the web page managed by the National Research Centre for the Working Environment for OSH information[5]. The concept as such has also found its way to other context

[5] http://www.arbejdsmiljoviden.dk/Vaerd-at-vide-om-arbejdsmiljo/Arbejdsmiljoarbejdet/Forebyggelsespakker (accessed 22 December 2016).

in the society, and the Ministry of Health has now issued preventive packages for the municipalities for use in the health promotion programmes.

- **References**

BM. (2011). *Forebyggelsesfonden*. Beskæftigelsesministeriet (The Danish Ministry of Employment). Retrieved from http://www.bm.dk/Beskaeftigelsesomraadet/Et godt arbejdsliv/Arbejdsmiljoe/Forebyggelsesfonden.aspx

Dziekanska, A., Madsen, C., Kvorning, L. V., Smith, L. H., Nielsen, L. and Christensen, M. D. (2013). *Evaluering af implementering af forebyggelsespakker i autovirksomheder i branchen transportmidler*. Copenhagen: Det Nationale Forskningscenter for Arbejdsmiljø (NFA).

EU-OSHA (2016). *Contexts and arrangements for occupational safety and health in micro and small enterprises in the EU — SESAME project*. Bilbao: European Agency for Safety and Health at Work. Retrieved from https://doi.org/10.2802/665614

Forebyggelsesfonden. (2011). *Årsberetning 2011*. Copenhagen: Forebyggelsesfonden.

Forebyggelsesfonden. (2012). *Årsberetning 2012*. Copenhagen: Forebyggelsesfonden.

Forebyggelsesfonden. (2013). *Årsberetning 2013*. Copenhagen: Forebyggelsesfonden.

Forebyggelsesfonden. (2014). *Årsberetning 2014*. Copenhagen: Forebyggelsesfonden.

Hasle, P., Kvorning, L. V, Rasmussen, C. D. N., Smith, L. H. and Flyvholm, M. A. (2012). A model for design of tailored working environment intervention programmes for small enterprises. *Safety and Health at Work*, *3*(3), 181-191. Retrieved from http://synapse.koreamed.org/DOIx.php?id=10.5491%252FSHAW.2012.3.3.181

Hasle, P. and Limborg, H. J. (2006). A review of the literature on preventive occupational health and safety activities in small enterprises. *Industrial Health*, *44*(1), 6-12.

Hasle, P., Limborg, H. J., Kallehave, T., Klitgaard, C. and Andersen, T. R. (2012). The working environment in small firms: Responses from owner-managers. *International Small Business Journal*, *30*(6), 622-639. Retrieved from https://doi.org/10.1177/0266242610391323

Hasle, P., Møller, N., Hvid, H., Seim, R. and Scheller, V. K. (2016). *Hvidbog om arbejdsmiljørådgivning*. Copenhagen: Arbejdsmiljøforskningsfonden og Aalborg Universitet.

Kabel, A., Hasle, P. and Limborg, H. J. (2007). Occupational health services in Denmark - the rise and fall of a multidisciplinary and preventive approach. *Policy and Practice in Health and Safety*, *5*(Suppl.), 25-38.

Kvorning, L. V. (2015). *En realistisk evaluering af forebyggelsespakkerne - en arbejdsmiljøindsats målrettet små virksomheder i auto- og bygge- og anlægsbrancherne*. Copenhaven: Københavns Universitet.

Kvorning, L. V., Dziekanska, A., Smith, L. H., Madsen, C. and Nielsen, L. (2013). *Evaluering af implemteringen af forebyggelsespakker i bygge- og anlægsvirksomheder*. Copenhagen: Det Nationale Forskningscenter for Arbejdsmiljø (NFA).

Kvorning, L. V., Grøn, S. and Limborg, H. J. (2016). Fra arbejdsmiljøindsats til daglig praksis i små virksomheder. *Tidsskrift for Arbejdsliv*, *18*(1), 52-72.

Kvorning, L. V., Hasle, P. and Christensen, U. (2015). Motivational factors influencing small construction and auto repair enterprises to participate in occupational health and safety programmes. *Safety Science*, *71*(0), 253-263. https://doi.org/http://dx.doi.org.zorac.aub.aau.dk/10.1016/j.ssci.2014.06.003

Oxford Research. (2014). *Evaluering af effekten af forebyggelsespakker*. Copenhagen: Oxford Research.

Pawson, R. and Tilley, N. (1997). *Realistic Evaluation*. London: SAGE Publications.

Example 2. A programme for road transport and restaurants using OiRA — Online Interactive Risk Assessment - France

Sandrine Caroly and Déborah Gaudin, Pacte Laboratory, Université Grenoble Alpes.

Background

Online interactive Risk Assessment (OiRA) is an e-tool developed by EU-OSHA, and its aim is to provide free-of-charge sectoral risk assessment for MSEs in order to judge where risks are and how severe they could be, as well as to propose preventive actions. The legal risk assessment document is mandatory in France and it has to be in written form. Four OiRA tools have been developed in France by the National Institute for Research and Safety (INRS) for road transport, the restaurant sector, car repair and retail trade (without food products). This description focuses on the first two OiRA tools for road transport (online since 2013) and 'traditional restaurants' (i.e. those where clients stay to eat, opposed to 'quick restaurants' where they take away their food) (online since 2014). The OiRA tools are supplemented by information and cooperation with partners to reach out to the sectors that are dominated by MSEs.

The aim of the OiRA tool is to develop safer OSH practices in restaurants and transport companies. To reinforce the implementation of the safe practice, a financial as well as a personal support is available for purchasing safer work equipment, as well as for improving risk assessment practices (e.g. not only focused on the road safety but which also takes into account all types of risk such as handling, falls, stress and so on). In the road transport sector, employees are between two and three times more often injured than in other business sectors. The severity of the damage is also higher than in other sectors. Moreover, 9 out of 10 accidents take place when the vehicle is stationary (the worker goes up or down the truck, loads or unloads the goods, covers the trailer and so on), while 1 accident out of 10 happens on the road. There are in total 1,700,000 days of sick leave per year in the transport sector (about 70 days for one company) and the cost for the occupational accidents and diseases insurance correspond to 5 % of the payroll. In the restauration sector, there are also high costs for the occupational insurance with more than 1,680,000 days of sick leave per year. This sector includes about 575,000 workers in France, where two-thirds of the accidents occur at noon (lunch time) and two-thirds of the accidents concern employees with less than one year of seniority.

In France, OiRA tools are integrated as part of larger sectoral programmes led by the French Insurance Fund for Employees (CNAMTS), INRS, the Prevention Services of Regional Insurances (CARSAT) and a national steering committee for SME programmes 2014-2017. Different partners in each sector contributed to the development and dissemination of the prevention programme and the OiRA tools. For the road transport sector the partners are:

- the authorised joint collection body known as OPCA-TRANSPORTS (OPCA-TC), which is a public organisation collecting finances for training in transports and services;
- the French Association of Transport (AFT);
- a sectoral additional health insurance (named CARCEPT Prévoyance);
- the Regional Directorates of the Environment, Development and Housing (DREAL), which correspond to the labour inspection of the transport sector;
- joint occupational health services (SISTs);
- vehicle manufacturers.

For restaurants the partners are:

- the Chamber of Commerce and Industry (CCI);
- some professional organisations ((the French Union of Professions and Industries in the Hotel Business (UMIH), the National Independent Union in HORECA (GNI));
- equipment manufacturers;
- regional insurance offices (CARSAT).

Funding was provided by the French Social Security System for each sectoral programme. OiRA tools were developed through a sectoral approach. First of all, a collective agreement named 'prevention agreement' was made between companies and CARSAT to help companies invest in a global prevention action plan, for example to renovate the kitchen or change the floor. It is financed by the French Social Security System and is dedicated to companies that have 1 to 200 employees, which include MSEs. This agreement allows to define common objectives, actions and attended results between the various partners engaged in it. The restauration sector, dominated by MSEs, and the road transport sector were defined as target groups for beginning the implementation of the OiRA tool (by sector).

In both sectors, training about risk prevention was organised by regional insurance offices and it comprised 40 advisors specialised in road transport and 100 advisors of the OPCA-TC, as well as 180 advisors of the CCI (for restaurants). These advisors arranged meetings with owner-managers of MSEs to provide them with information about OSH issues and promote the OiRA tool. A total of 14,500 leaflets about professional risks and the use of the OiRA tool were sent to road transport companies and 97,000 leaflets were sent to restaurants (all companies with fewer than 20 employees in both sectors).

In the road transport sector, the 'Synergie' programme (see separate description) completed this preventive approach by providing support for e-learning training sessions to improve the introduction of young trainees and new workers. Information about suitable work equipment and how to organise workplaces is available on a website [6]. In certain areas in France, a network bringing transport companies together has been built around these projects (Synergy devices and OiRA tool).

In the national programme of the French Social Security System for micro, small, medium-sized enterprises (2014-2017), there are two types of financial support (economic incentives), which both aid supporting investment in equipment. There are simplified subsidies for MSEs financed by the French Social Security System to buy equipment or improve workstations, for example for grants for buying a special kind of dishwasher in order to eliminate the wiping of glasses and prevent cuts (in the restaurant sector) or grants for buying mechanical handling equipment for loading and unloading goods in trucks or transport vehicles (in the road transport sector). It is dedicated to companies with 1 to 49 employees and it aims to initiate the implementation of preventive actions following the use of the OiRA tool. In this way, it can be considered as a support of this tool, because it allows obtaining resources for improving workplaces after its use.

- **Target groups**

In France, the OiRA tools have been developed for sectors with a high level of occupational accidents and diseases. The target groups were defined in the programme of the French Social Security System, which included a focus on micro, small and medium-sized enterprises: sectors were selected on a statistical analysis realised by this national insurance that identified four critical sectors: road transport, restaurant, car repair and bricklayers. OiRA tools were developed for sectors rather than for a certain size of company. However, both the restaurants and road transport sectors are dominated by MSEs. There are, for example, 97,000 restaurants with 1 to 19 employees and 14,500 companies with 1 to 19 employees in the transport sector.

The level of education in road transport is mainly vocational training. Education is more heterogeneous in the restaurant sector. Jobs are often temporary (high level of staff turnover) and do not require education, though some employees have vocational training.

The administrative and bureaucratic system is at a low level in the restaurant sector. However, there are required procedures in kitchens, defined by the Food and Hygiene inspection. In the transport business, the administrative system is more developed with strong requirements and procedures; for example, the driving time must be measured with a control tool and a new business has to obtain an administrative authorisation (from DREAL) before beginning its activities.

Employees in road transport are generally mobile with few, if any, employees working in an office. Out of every 10 accidents, only 1 occurs on the road with serious injuries or death as potential consequences. The rest of the accidents (9 out of 10) occur going up/down the truck, loading/unloading goods and

[6] Website 'Synergie' from the National Institute for Research and Safety (INRS) and the Occupational Safety and Health Education (ESST) : http://www.esst-inrs.fr/synergie/?page_id=181

covering the trailer. There is often limited contact with the clients, which often are large commercial groups. Overall, transportation companies have other businesses as their clients (business-to-business (B2B)), and they are under pressure, related to a though competition and tight deadlines.

The restaurants' vulnerabilities seem to be at a rather high level. The average company lifetime in this sector is seven years. Overall, employees are also in a vulnerable position with low wages in low-skilled jobs. A large part of employees are young workers and immigrants.

In restaurants, the work is generally carried out on their own premises. Workplaces are in general permanent. Temporary and part-time employees are common, with a high number of seasonal workers or employees who work for a short time or only at particular events. Employees having worked less than one year seem to be more prone to accidents (60 % of the accidents). Restaurants mainly have private customers (business-to-consumer (B2C)), with a high pressure on the price and a high level of competition.

Vulnerability is also high in the road transport sector. The dependency on suppliers and the competitive market put pressure on employers. Furthermore, the main clients require time and demands quality. External factors related to the economic evolution (e.g. the price of the fuel or the cost of goods) and the business market makes the companies vulnerable. The transport sector is also changing. It seems that in the future, the vehicles will change from trucks to vans, because there are fewer obligations for vans and they have easier access to city centres[7]. The explosion of online shopping requires small but regular deliveries with an increasing travel frequency and fragmented working days.

The employees of the transport sector seem less vulnerable than the enterprises. According to the vocational education, the employment remains stable. Workers can change employer easily. The employees often have years of seniority and a high level of professional experience.

- **Description of the good example**

In France, the risk assessment is a legal obligation imposed by the French labour code on employers, regardless of company size. Each employer is responsible for the OSH of his or her employees. The OiRA tool has been developed to help companies make their own risk assessment in order to meet regulatory demands and to plan some preventive actions for common risky situations. We describe here two tools, one per sector, in transport and restaurant. These OiRA tools are supported by concrete information on specific topics relevant to restaurants and transport companies, providing concrete descriptions of good practice, which can be used to handle common OSH problems in the sector (the risks identified when using the OiRA tools). An infrastructure has been created to disseminate the tools and information to restaurants and road transport companies. For this purpose, a large number of advisors in these sectors have received OSH training to be able to support companies with OSH advice and provide information about the OiRA tools and other information available.

Furthermore, statistical analyses have been used to determine priorities in both sectors. There is, for example, a focus on the freight road transport (packaged goods in cardboards and delivered on pallets, while the transport of hazardous substances or animals is not included here in freight road transport). The choice of special focus is determined by a significant number of cardboard-packaged transport (40 % of the SME transport sector; study 2011), related high impact of prevention strategy. The aim of the preventive programme developed in the transportation sector is to provide:

- tools adapted to the needs of employers and work situations;
- information through partners (OPCA-TC, professional organisations);
- services supporting the development of good practices, including awareness of risks and risk prevention.

The aim of this OiRA tool is to reduce the number of occupational accidents and diseases. The tool is available on internet on the basis of a web navigation. A connection on a tablet, a portable computer or a smartphone allows the use of the tool when moving around on the premises of the company. The user has to identify risks according to typical risky situations (already defined in the tool and proposed by it,

[7] Website of the INRS about road transport of good : http://www.inrs.fr/metiers/transport-routier.html

according to the sector activity) by answering yes or no to a defined range of issues. Then, the user has to assess the gravity of the identified risks by choosing if the risk of having an accident is low, medium or high. Finally, the tool allows the user to edit a summary of the workplaces with their related risks, based on all the answers that were given by the user. It can be printed so that the company has a written risk assessment document. A table can also be made, based on the user's answers, in order to plan a budget and some preventive actions or define priorities (e.g. to act first where risks were evaluated as being high). The tool also proposes preventive actions related to typical risky situations. Overall, employers are doing the risk assessment, but it could be used and made by everyone. Sometimes an expert accountant or person in charge of administration does it.

The utilisation of the OiRA tools is voluntary. Professional associations promote their use and the INRS make them available for free. Several supports are offered in both cases:

- training for advisors of the CCI and OPCA-TC in contact with owner-managers and who can then provide advice regarding OSH;
- online information on www.INRS.fr/trm and www.INRS.fr/restauration;
- the online risk assessment tool (OiRA);
- financial subsidies for safer work equipment.

According to the qualitative feedback obtained through the interview (see references), advisors seem to find that the OiRA tool is easy to use, and allows them to reach companies and discuss legal OSH requirements with them.

As said previously, enterprises are also fostered to use the Synergy devices in the transport sector, while restaurants are encouraged to use the MavImplant tool for planning redesign of the workplaces and the premises (see separate description).

The OiRA tools have been adapted and completed among sectors: several information kits describing good practice have for example been published for the transport sector and eight descriptions of preventive measures have been published for restaurants (see list of references).

The dissemination strategy has changed in the road transport sector. In 2014, regional insurances sent information kits to the companies, in the form of leaflets or newsletters. In 2015, the information kits were, instead, distributed by professional organisations such as the AFT or OPCA-TC. In the restauration sector, the dissemination is made through the prevention network composed of regional insurances and advisors of the CCI: MSEs are more responsive to CCI advisors (because advisors of regional insurances are perceived as controllers). Personal contact between companies and OPCA-TC or AFT advisors is what works best for the transmission of advice about risk prevention, as well as word-of-mouth communication, between owner-managers of different MSEs, about the existence of the tool.

In addition to the OiRA tool, there is also a combination of preventive measures including information kits about risk prevention available. However, MSEs are not required to pay higher individual insurance fees if they have a high number of occupational accidents and diseases: it is not different from larger enterprises, but the amount paid by MSEs is not a sufficient enough incentive to engage a risk prevention approach.

- **Results and evidence of impact**

The evaluation of these programmes in transport and restaurant sectors is in progress and therefore it now seems difficult to identify the key success factors.

Some figures show that the tools and information provided are used: 8,000 sessions were created for the OiRA tool in the restaurant sector (since January 2014) and 7,800 people visited the online sectoral page on the INRS website (since September 2015), 4,000 sessions were opened for the OiRA tool in the road transport sector and 16,000 people visited the online road transport page on the INRS website.

Table 2.1. An overview of the OiRA tools and their use

Tool	Number of target enterprises (< 20 employees)	Age of the tool in months	Number of users (U)	Number of sessions	Number of action plans (PA)	Number of completed sessions (Comp)	Coverage index of the target (U/Nb Ent) (%)	Index of the involvement in tool 1 (PA/U) (%)	Index of the involvement in tool 2 (Comp/U) (%)
OiRA road transport	14 500	62	3 734	4 181	1 117	419	25,70%	30%	11,20%
OiRA restauration	97 000	34	6 776	7 903	3 918	2 569	7%	57,80%	37,90%
OiRA garages	40 000	19	1 857	2137	795	390	4,60%	42,80%	21%
OiRA retail trade (without food products)	187 000	7	595	675	198	128	0,31%	33.3 %	21,50%
Total		**338 500**		**12 962**	**14 896**	**6 028**	**3 506**		

Tool	Number of target enterprises (< 20 employees)	Age of the tool in months	Number of users (U)	Number of sessions	Number of action plans (PA)	Number of completed sessions (Comp)	Coverage index of the target (U/Nb Ent) (%)	Index of the involvement in tool 1 (PA/U) (%)	Index of the involvement in tool 2 (Comp/U) (%)
OiRA road transport	14,500	62	3,734	4,181	1,117	419	25.7	30	11.2
OiRA restauration	97,000	34	6,776	7,903	3,918	2,569	7	57.8	37.9
OiRA garages	40,000	19	1,857	2,137	795	390	4.6	42.8	21
OiRA retail trade (without food products)	187,000	7	595	675	198	128	0.31	33.3	21.5
Total	**338,500**		**12,962**	**14,896**	**6,028**	**3,506**			

Each account, which has to be made to use the tool online, is counted in Table 2.1 as a user. A session corresponds to the achievement of a risk assessment document. A user can have several sessions, for example if the user has a company with three restaurants and performs a risk assessment for each of them. If there is at least one measure registered in the action plan, it is counted as an action plan. Then, a complete session (i.e. top assessment) corresponds to a session where more than 70 % of the risk issues are answered and more than 70 % of the risks identified are covered by preventive measures.

In the survey integrated in OiRA, 95 % of the users say that the tool met their needs and they would recommend it.

Positive factors identified in the transport sector are:

- A risk prevention approach based on a partnership with professional associations and a representative organisation of the transport sector that allows a better dissemination as a result of their proximity to companies;
- Tools adapted to common work situations that are easy to use and respond to employers' needs;
- A clear communication with constructive and understandable advice, such as descriptions of good practice adapted to the professionals actors;
- Advice based on available resources and adapted to the economic context, for example technical solutions with recommendations about suitable equipment (e.g. a pallet jack). Here the limit is that more complex advice like organisational changes are excluded.

According to the CARSAT respondents and the INRS officers who coordinate the preventive programme in restauration, actors appreciate the tools (OiRA, information supports and so on) and they are considered to be well designed with regard to the context of restaurants.

- **Learning from weaknesses and failures**

Some problems were noticed in both sectors, such as the large number of companies scattered across the country, the heterogeneous involvement of professional associations, and the difficulties encountered to engage employers who are very busy and have no time for OSH management in general. Certain weaknesses are related to the specific character of the sectors. In the transport sector, for example, the partnership between professional organisations and regional insurances works well in some cases, but is contentious in some regions. In the restaurant sector, the involvement of professional associations is generally low and the partners are not really active in developing risk prevention.

- **The future of the good example**

Plans are still made to improve the OSH programmes related to these sectors. The Synergy devices and the MavImplant tool will be a supplement to the OiRA tool and its information supports. The eight preventive solutions recommended in the restaurant sector will, for example, become specific obligations. Subsidies will be used to develop safer equipment with trucks manufacturers.

- **Conclusions**

The OiRA tool is not just free software that allows to make the risk assessment for improving prevention in MSEs, it is part of a larger preventive approach, which brings together several stakeholders who focus on OSH prevention (professional associations, national and regional insurance offices, the INRS and so on). The working material is easy to access and free of charge. Its dissemination is related to the existing links between stakeholders from the trade, but it has also reinforced them or created new partnerships. It has been adapted and modified according to the needs of MSEs. The companies operating in the restauration and the road transport sectors are mainly MSEs.

- **Transferability of the results**

The OiRA tool is adapted to the context, the needs and the work situations. It has been developed by joining actions and training.

- **References, key literature, web pages and so on**

Road transport sector

INRS (2017). Website of the French Research and Safety Institute (INRS) about the road transport of goods: http://www.INRS.fr/trm

ESST, INRS (2017). Website about 'Synergie' from the National Institute for Research and Safety (INRS) and the Occupational Safety and Health Education (ESST), an educational system aimed at improving the control of occupational risks: http://www.esst-INRS.fr/synergie/?page_id=181

Dozas, D. (2014). Petites entreprises: quelles solutions pour la prévention des risques professionnels. Un exemple de démarche adaptée au transport routier de marchandises. *Hygiène Santé Travail* 234, pp. 38-42.

Joint interview with a CARSAT advisor (12 July 2016), who is a head of the TPE-TRM national action, and Marc Malenfer and Patrick Laine, project officers for SMEs at the INRS.

Restaurant sector

INRS (2017). Website of the French Research and Safety Institute (INRS) about the traditional restauration sector: http://www.INRS.fr/metiers/commerce-service/restauration.html

Joint interview with a CARSAT advisor (8 July 2016) and head of the TPE-restauration national action, and Marc Malenfer and Patrick Laine, project officers for SMEs at the INRS.

Example 3: Safe Forestry — a combination of activities to improve safety in forestry - Sweden

Ann-Beth Antonsson and John Sjöström, IVL Swedish Environmental Research Institute.

Background

The risk of accidents is high in forestry. Of all working hours in Sweden, 0.5 % concern forestry, but 10-20 % of the fatal work accidents occur in forestry (Arbetsmiljöverket, 2016; Fernlund, 2016; T. Gullberg, personal communication).

Safe Forestry (Säker Skog) is a Swedish initiative, which started in 2002 with a focus on the safe use of power saws and brush-cutters. It was initiated at a meeting within the Federation of Swedish Farmers in 2000. Regional associations of forest owners have continued working with Safe Forestry, which has developed over the years and is still developing. Initially it was a stand-alone project, followed by more projects during a period of 10 years. Now it is a non-profit association with several employees, owned by the Federation of Swedish Farmers together with four regional associations for forest owners.

The association Safe Forestry works together with several organisations and partners. Representatives of authorities such as the Swedish Work Environment Authority (SWEA) and the Swedish Forest Agency, representatives of businesses buying wood and organisations for vocational training within forestry and land management are all members of an advisory group.

The budget for Safe Forestry is complex. Initially, Safe Forestry was financed by grants from insurance companies (AFA Insurance and LRF Insurance). It was followed by EU funding through the Rural Development Programme. Now, Safe Forestry is entirely financed by incomes related to training courses to obtain a chainsaw licence. In all, the turnover hitherto for Safe Forestry is estimated to be about SEK 75 million (more than EUR 7 million). About SEK 6 million (EUR 600,000) is funding from insurance companies, SEK 37 million (EUR 3.7 million) is funding from the EU Rural Development Programme, mainly for discount checks covering costs for training courses for chainsaw licences, and an additional SEK 32 million (EUR 3.2 million) comes from fees for chainsaw licences. In addition, the instructors have their own businesses and get paid directly from those taking the course (or their employers) for the training courses to obtain chainsaw licences, which is estimated at over SEK 500 million since the start in 2002 (EUR 50 million).

Target groups

Safe Forestry was initiated by organisations for forest owners representing self-employed forest owners. The forest owners are organised in a section within the Federation of Swedish Farmers with four regional associations with a total of more than 110,000 members. The entire initiative has been developed to suit the conditions and needs of self-employed forest owners, but it is also directed at employees in micro, small and the few large firms working in forestry.

The educational background for the target group varies, but many of them have not got any formal training relating to forestry, especially those who are self-employed and only occasionally work in forestry. Some may have relevant vocational training. The core of the work practice for forest workers is working techniques and equipment maintenance. The majority of the companies in forestry can be assumed to have a low level of structured and systematic work, especially regarding OSH. The work is done in the forest and it is not unusual that the woodman works alone. Hence, day-to-day conditions will vary a lot, for example as a result of the variable terrain and the changing weather.

Usually the wood harvested is sold to large enterprises (B2B) but it may also be consumed by the self-employed or the owner of the forestry company, for example for energy production at the owner's farm or sold on to the public.

Vulnerabilities in forestry are due to client pressure on prices, increases in the demands for greater productivity and use of expensive machines in forestry, demanding extended utilisation of equipment

and often long working hours for personnel. Vulnerabilities that might increase the risks at work include lack of training and only periodic engagement with working in forestry.

Safe Forestry has succeeded in engaging with many self-employed and micro companies within forestry, which probably is due to how the network is established and extensively used to promote, for example, the chainsaw licence. SWEA's compulsory requirement for a chainsaw licence for anyone working with a motor chainsaw as an employee or on someone else's grounds, which came into force on 1 January 2015, has increased the incentive to fulfil OSH training in order to acquire the chainsaw licence.

- **Description of the good example**

The aim of Safe Forestry is to reduce accidents in forestry with a focus on the self-employed. This is achieved through increased use of protective equipment and increased knowledge about safe and effective working methods.

Safe Forestry is an orchestrated initiative working with several complementary activities and working together with the main actors that in some way can be involved in making forestry work safer. Most of the activities are voluntary, but the chainsaw licence is supported by a regulation demanding having such a licence when working with forestry.

The backbone of Safe Forestry is the training offered for a chainsaw licence. Safe Forestry does not arrange the training sessions themselves, but cooperates with a network throughout Sweden of more than 350 certified instructors who have been given the right to conduct examinations for the licence by Safe Forestry and about 1,000 other instructors with knowledge about how to work safely in forestry but without examination rights. Safe Forestry arranges annual meetings for the network and takes part in discussions about and development of good practice in forestry.

The training includes theory and practical exercises and ends with a practical and theoretical test. The length of the courses varies between one and three days and an additional half day may be required for examination. The licence is allocated when the training is accomplished and the test has been passed. It was experienced that the test could be difficult to people with language or reading problems. For these groups, oral examination has been developed. The examination is regularly discussed and developed, for example at the annual meetings in which many instructors participate. Ten different training courses are offered, specialising in different tasks related to woodcutting. Licences are given for each of these courses.

In addition to the training courses, a lot of information and instructions are available on the Safe Forestry website, www.sakerskog.se. For example, there are checklists and extensive information on:

- preparations before going out in the woods, such as the need for special equipment, clothing, food;
- how to assess the chainsaw and how to check the condition of the chain, levels of lubricants, important functions and so on. There is also information about necessary maintenance, including special information on certain common brands of chainsaws and instructions on how to perform certain maintenance tasks, such as sharpening the chain and other tools. There is also advice on how to troubleshoot chainsaws that do not start or function correctly;
- safety equipment such as helmets, gloves and protective trousers, explaining what the labelling of the equipment means, including different protective classes and functions. There is also a 'buyers' guide' to safety equipment, which contains advice on how to take care of work shoes and clothes to maintain comfort as well as protection;
- the main content of the website concerns safe working techniques, explaining how to plan for and perform several different forms of woodcutting, how to make safe use of the chainsaw, how to plan in what direction a tree will fall when felling it, and much more. Instructions in text are complemented with illustrations and photos of how to use the chainsaw, safe methods and safe working postures. Instructions and methods are detailed and based on knowledge collected over time and evaluated by the working groups with representatives of practitioners and representatives from the organisations involved in Safe Forestry as well as the project leader of Safe Forestry;

- information and instructions on specific kinds of woodcutting, such as in areas damaged by fire, trees that have fallen down or have been trapped by other trees after a storm and other forms of practical advice that makes woodcutting more safe and more efficient.

After completing a chainsaw training course, the participants get a voucher giving a discount that can be used when purchasing certain safety equipment.

To provide a social platform for discussions about safety in forestry, there is also an active Facebook group with news from Safe Forestry and other relevant organisations, as well as notes and photos from training sessions and so on.

As a complement to the training courses, Safe Forestry has established a concept called 'Safe Shop'. Safe Shop is a collaboration between Safe Forestry and about 188 shops across Sweden selling equipment for forestry. The ideas behind establishing Safe Shop are:

- The target group is reached automatically and regularly through the Safe Shops.
- Safe Shops provide an opportunity to directly affect the technical safety through service of the technical equipment and provision of safety equipment.
- In the long run, Safe Shops may provide an opportunity to increase awareness of safety and change norms and attitudes towards safety in forestry.

To become a Safe Shop, nine requirements have to be fulfilled:

- Staff shall have competence in working techniques, safety issues and knowledge on rules and regulations that apply. At all times at least one sales person who possesses a chainsaw certificate at level A+B at minimum must be present. Staff shall have undergone training, including information about Safe Forestry, an overview of OSH issues in the sector, laws, regulations and so on.
- The shop shall offer service of equipment or cooperate with a service company, under condition that the shop provides all arrangements to the customer.
- The shop shall offer an assortment of approved safety equipment, aid equipment and environmentally friendly fuel and lubricants.
- The shop shall supply information material and manuals for sale or lending.
- The shop shall inform customers about local training courses.
- The shop shall participate in safety campaigns and evaluations. For example, shops can offer 'self-assessments' on chainsaw and woodcutting skills, and collect address information from customers for follow-up contacts.
- Shop staff shall ask customers if they have safety equipment, if they use it and if it is in working condition. A checklist shall be used when a customer is buying a new chainsaw and when opportunity is given (no other customers waiting).
- When equipment is turned in for service, all safety details shall be working when the equipment is returned to the customer, who shall be informed about this when turning in the equipment.
- Shop staff shall advise customers on safe methods of working and of equipment maintenance such as sharpening the chain, especially when they suspect that the customer is not working in a safe manner or does not have appropriate skills.

The requirements make the shop better at advising customers not only about safety equipment but also about safe work in forestry. In addition, the Safe Shops are also involved in the training for chainsaw licences, which is of mutual benefit to the training courses and the Safe Shops. Today, the Safe Shops are visited once a year by a regional safety representative (RSR) to assure that the Safe Shops follow the criteria; this is considered to work well.

Safe Forestry has several workgroups supporting its activities. The workgroups comprise representatives of the organisations responsible for Safe Forestry and representatives of the partners involved in different ways in Safe Forestry, for example authorities such as SWEA and representatives of the companies buying timber. Especially the representatives of the organisations are people with practical experience of forestry. Workgroups currently active are:

- Safe Shop;

- Motor chainsaw and brush-cutters, quality assurance;
- Motor chainsaw and brush-cutters, development of good practice and training courses;
- Driving licence for difficult terrain/all-terrain vehicles (ATVs; a new initiative).

In addition to these workgroups, Safe Forestry has annual work conferences where practical work with chainsaws is included, for example with a focus on special tasks. Safe Forestry also arranges regular meeting for the instructors, in order to align the good practice and exchange experiences.

Over the years, Safe Forestry has arranged several regional or local safety meetings, financed by time-limited funded projects. In one project, about 8,300 people participated in such meetings, including an introductory meeting, a meeting one evening in a Safe Shop and a final whole day (during the weekend) in the woods with information and practical guidance on Safe Forestry (Gullberg, 2010).

The cooperation between Safe Forestry and the authorities, the forest owners associations and the Safe Shops, combined with the demand (since 2015) for chainsaw licence, provides a strong network and good channels for engaging with self-employed forest owners.

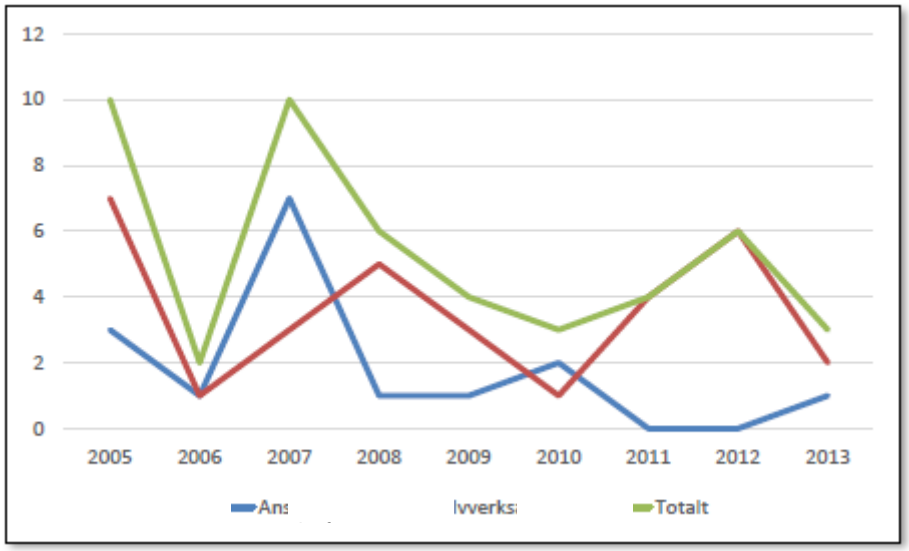
Regulation is used by the authorities to demand certification for acquiring a chainsaw licence, which is a strong argument when marketing the training for the licences. Incentives are, for example, that those paying themselves for the training course can get a safety check, which pays for part of the cost of the training, and when completing the training and having been granted a licence, a discount is given on safety equipment in Safe Shops. On Safe Forestry's website, as well as in the training sessions and during the annual conferences, information about safe work practice in forestry is distributed.

- **Results and evidence of impact**

By 1 January 2016, 102,674 licences had been issued since 2005. Around 2009 (before the requirement for a chainsaw licence was decided) about 10,000 licences were issued. The number of licences granted increased dramatically after the introduction of the requirement for a licence, which was decided by SWEA in 2012 and came into force in 2015 (AFS 2012:01). From evaluations of the training courses for chainsaw licence, it can be seen that not only those who have to have a licence (employed forest workers and self-employed working on others' ground), but also self-employed are acquiring the licence.

In reports from Safe Forestry to the funding bodies, information on visits is given on the website and the development of accidents and fatal accidents in forestry over time, see Figure 3.1 (Fernlund, 2016).

Figure 3.1. Fatal accidents in forestry (Fernlund, 2016).



During October 2016, for example, the website had 9,881 unique visitors, visiting the website 14,041 times with 43,035 page views. Of these visitors, 38 % had visited the web page previously. During the period when the regulatory requirement for chainsaw licences was introduced, the numbers of visitors to the website were higher.

Per-Anders Hansson, who has been working within Safe Forestry for many years as an instructor giving courses, says that the courses are very positively received (personal communication). Participants may be reserved at the beginning of a course, but usually they are enthusiastic by the end and he gets feedback that the participants are using the skills they have learned: 'I do as you said and it works really well'. One factor that is considered important is the test at the end of the course. It requires the participants to really learn from the training course and they get a certificate of proof of skills acquired when completing the test.

According to Per-Anders Hansson, the training courses are not taken only by those who are required to, but also by private forest owners working on their own behalf in their own forest.

Two evaluations of Safe Forestry have been made (Bergkvist, 2008; Fernlund, 2016) and another evaluation is ongoing. The focus of these evaluations has been what the people taking the courses think about the training.

Of recent participants in training courses, 79 % state that the regulation was the major reason for them to take the course. This is reflected in the huge increase in chainsaw licences issued during recent years. The evaluation showed a positive attitude towards the requirement for a licence among 84 % of respondents. About one-third of respondents have increased their use of safety equipment after the training course. The respondents rated the improvement of their working technique to be 3.12 on a scale from 1 (do not agree at all) to 4 (agree totally) (Fernlund, 2016, p. 24).

Safe Forestry is a successful example of reaching out to micro companies in forestry and improving safety in forestry and which developed from a project initiative to an institutionalised organisation supported by the most important sector organisations as well as by the regulatory demands from SWEA. The strong network built around Safe Forestry in combination with regulatory demands for training gives a high legitimacy to the initiative.

Self-employed people are usually difficult to engage with. Safe Forestry has succeeded well in their outreach activities as they have a strong liaison (and have actually been initiated by) regional associations organising most self-employed forest owners. In addition, there has been a cooperation with Safe Shops as they supply to forest owners and it is possible for them to provide safety information to their customers (this is part of the agreement with the shops getting the label Safe Shop).

Another key factor, as stated by participants and by Safe Forestry spokespersons, is the educational purpose of Safe Forestry, including improving working skills and advanced techniques that concern both efficiency and safety, and hence are found useful by participants in several ways. The pedagogic and very practical training is adapted to the target group. In the meetings as well as in the training for licences, practical training is included as an important part. Sector-specific knowledge about known safety risks, safety-critical work tasks, situations, equipment and so forth benefits from being spread through actors within the sector (as opposed to authorities requiring safety without advising on how to achieve safety or through generic safety training not adapted to the sector).

Another factor contributing to the success is the ongoing development that is integrated in the activities. In the meetings with the instructors, good practice is continuously developed. In addition, the training is continuously developed with new courses dealing with special topics within forestry; for example, a new training course about driving in difficult terrain is planned.

> *It has been a really good training sessions! And we have really been taught to perform work in a correct manner. I have not felt sore afterwards even once.* (One participant, interviewed in magazine *Land* (2015))

An important condition for the success of Safe Forestry is that Safe Forestry deals with topics that the target group can decide about such as work practices. There are few obstacles to using safe work practice, apart from lack of knowledge. The use of safety equipment implies a cost for the equipment, but Safe Forestry also provides opportunities for discounts, which reduces the cost.

The institutionalised organisations with employees managing Safe Forestry, owners of the association Safe Forestry representing forest owners, a network of instructors, cooperation agreements with Safe Shops, cooperation with producers of forestry equipment and the regulatory demands from SWEA makes Safe Forestry a sustainable and excellent example of an initiative that has succeeded in reaching out effectively to self-employed forest owners, increasing their risk awareness and improving their safe work practices.

- **Learning from weaknesses and failures**

Safe Forestry has a board (previously a steering group) by which the activities are planned and decided on, as well as followed up on. The discussions in the board/steering group have been essential to identifying weaknesses and the need for development and improvement. The history of Safe Forestry shows that the initiative has been developing continuously.

Examples of improvements made after such evaluations are the establishment of new courses and the continuous development of good practice.

- **The future of the good example**

Safe Forestry is now institutionalised and is a sustainable example with well-developed routines for managing and developing activities. This work will continue. For example, the association has recently appointed a new manager for Safe Forestry. The new manager has a background in one of the large employer organisations, which signals that the large employers also stand behind Safe Forestry, advocating the same message, encouraging training on safe woodcutting.

Recently, it has been decided that the project will expand and offer courses on ATVs/quad bikes. The use of ATVs has become more frequent during recent years, but is also associated with many accidents. Safe driving/riding techniques as well as information on safety equipment will be included in the training.

- **Conclusions**

Dissemination of safety knowledge must be performed in a way that makes it useful, understandable and relevant to the target group. Efficient dissemination about forestry is — as Safe Forestry has acknowledged — integrating safety knowledge with ‘practice’, with working techniques and equipment maintenance, which is in focus in the daily work of forest workers. This is what makes Safe Forestry successful — it is not just ‘some rules and documents’, but actual, useful skills, sometimes very advanced, which is seen as relevant by workers and employers. The tacit knowledge of workers in forestry, and their ‘work practices’ (to use terms from Silvia Gherardi and Etienne Wenger), is not compatible with a dissemination strategy based on bureaucracy, formalities and written texts, which is not very well developed in forestry.

The key factors for success are the complex mixture of good incentives, cooperation in a network covering the entirety of Sweden, provision of both theoretical and practical training in safe work practices to people who have the ability to use that information when working with forestry. The development of Safe Forestry was successful as a result of the involvement of and cooperation between several engaged people with common goals. In addition, Safe Forestry has included further development of the previously existing good practice in forestry and why the training courses and tools provided have been useful for most people in the target group, also for those with a body of experience in forestry. The test at the end of the training course ensures that the training course has resulted in the knowledge required.

The mechanism that makes Safe Forestry work is a combination of incentives provided by the regulation (AFS 2012:1) with demands and provision of training adapted to the target group that provides the competence needed to be able to work safely, supported by Safe Shops and SWEA offering information and support as well as demanding a chainsaw licence.

Though the chainsaw licence, according to the legislation, is required for employed forest workers and self-employed workers working on someone else's ground, many self-employed take the courses, but they are still a minor proportion of all forest workers acquiring a licence.

- **Transferability of the results**

This example is highly adapted to forestry and the Swedish context of well-organised forest owners. From an analytical point of view, similar methods ought to be possible in a similar context. The effects can, however, not be expected to be as good as for Safe Forestry without the support from a regulation. The regulation, however, was introduced several years after the introduction of the chainsaw licence, when it had been shown that the chainsaw licence was effective in increasing risk awareness and improving safety behaviour.

A key factor for the success of Safe Forestry is the well-developed network, including employer organisations, branch spokespersons, insurance companies, stores, machine and equipment manufacturers, RSRs and the authority. Even though these actors are specific to the forestry sector context and Swedish context, it would still be possible to develop similar networks in other sectors and countries.

Skill-based safety training may be considered specific for occupations based on highly specialised craftsmanship, in contrast to unskilled manual labour. However, the need for learning good work practice may still be relevant to other types of professions, regardless of skill level.

- **References, key literature, web pages and so on**

Arbetsmiljöverket (2016) Arbetsmiljöstatistik Rapport 2016:1. Arbetsskador 2015. (Occupational accidents and work-related diseases. Report 2016:1). https://www.av.se/globalassets/filer/statistik/arbetsskador-2015/arbetsmiljostatistik-arbetsskador-2015-rapport-2016-01.pdf

www.sakerskog.se, a Swedish website including: News; About Safe Forestry; Get a chainsaw licence; Practical advice about how to work safely; Safe Shop (for forestry equipment); and Contact. (in Swedish)

Bergkvist, P. (2008) Motorsågskörkortet — En utvärdering av Skogsstyrelsens motorsågsutbildning vid Frossarbo kursgård 2005-2007. Examensarbete 2008:9. Skinnskatteberg: Skogsmästarskolan, Sveriges Lantbruksuniversitet. (in Swedish)

Fernlund E. (2016) Utvärdering av motorsågskörkortet. (Evaluation of the Swedish chainsaw certificate). Examensarbete 2016:23. SLU Skogsmästarprogrammet. (in Swedish)

Gullberg T. (2010) Slutrapport för projekt Säker Skog 2007-2009. (Final report for the project Safe Forestry 2007-2009). Report to AFA Insurance. (in Swedish). https://www.afaforsakring.se/forskning/projektkatalog/DownloadReport/?id=1496

Tomas Gullberg, 31 October 2016, personal communication. Tomas was involved in the start-up of Safe Forestry and has ever since been manager for the activities within Safe Forestry. Tomas is also in charge of networking conferences and several of the training courses, both in the development of them and in the training.

Per-Anders Hansson, 31 October 2016, personal communication. Per-Anders is a member of the board of a forest owners' association, a teacher responsible for training courses, owner of forest and active in forestry.

Good example 4. Weld Right (SvetsaRätt) — a web platform for improving OSH and OSH management in welding - Sweden

Ann-Beth Antonsson, IVL Swedish Environmental Research Institute.

Background

The development of the website Weld Right (SvetsaRätt) started as a Swedish project in 2010, applied for by IVL Swedish Environmental Research Institute and with a budget of SEK 2.6 million (about EUR 260,000). The application was developed together with the social partners and the Swedish sector organisation for welding. The project was funded within AFA Insurance's programme 'From words to action' as one of seven projects. The website was launched in 2012 when the project finished.

In 2012, the administration of the website was turned over to the sector organisation, the Swedish Welding Commission. The website is regularly discussed at the meeting of a working group organised by the Welding Commission and Weld Right is updated when it is considered to be needed.

The website was developed together with a reference group with representatives from the social partners for the welding sector, the Swedish Welding Commission, SWEA, welding companies and a research institute. The reference group followed and discussed the project and took part in the dissemination of the website at the end of the project.

In January 2017, IVL Swedish Environmental Research Institute got a new grant (approximately EUR 280,000) for development and upgrading of the website.

Target groups: welders, welding companies and teachers training welders

The primary target group is welders and their employers, the welding companies or manufacturing companies where welding occur. Safety representatives in welding companies as well as RSRs are also included in the primary target group. This target group includes both large companies and MSEs. In the development, however, the aim was to adapt to MSEs as much as possible.

The website was also developed for secondary target groups, which are intermediaries that have an impact on and may contribute to improvement of OSH conditions in welding. The secondary target group include:

- teachers in education for welders;
- suppliers to welding companies, which sell welding equipment and are often asked for advice about OSH by the welding companies;
- occupational health services, giving OSH advice and OSH management support to (among many others) companies employing welders.

Welding companies are manufacturing companies. Most welders have vocational training. As many welding companies are active on a B2B market, many of them have International Standards Organisation (ISO) certificates and are thus used to formal routines and some kind of systematic work. There are also formal routines for the control of welding joints. The OSH routines are, however, often not very detailed or well developed.

The website focuses on welders working in their own premises in welding companies. However, it has been proposed that the website ought to be expanded to also include temporary workplaces. It is much more difficult to provide a good working environment for welders in temporary workplaces than for welders working at stationary workplaces in their own premises.

A vulnerability in the sector often mentioned by employers is lack of skilled welders. This has been described to sometimes make managers reluctant to put demands on a welder, for example to follow safety instructions, if the welder considers the instructions to be unnecessary or unnecessarily overprotective.

- **Description of the good example**

Weld Right is a broad website presenting concrete advice on how to go about to create a good working environment and a well-functioning OSH management. The working environment topics covered are very broad, as the website encompasses the occupational risks that frequently occur in welding companies and also how to control these risks. In addition, the website contains advice on how to inform welders, whether in training or working as welders, about OSH in welding. The usage of the website is free of charge and voluntary.

The idea of Weld Right is to provide a knowledge platform, a website describing and promoting good practice in welding, aimed at contributing to the establishment of a common good practice in the sector. The social partners have participated in the development of the website and continuously have discussions about it and support it, which is why the website is considered to have a high legitimacy.

There are elements of regulation on the website, as the advice given is based on the relevant Swedish OSH regulations. In order to provide entertaining motivation/incentives, the website contains two quizzes: one for welders and one for owner-managers. Both quizzes ask OSH-related questions with a focus on topics for which insufficient knowledge and misunderstandings are common. The quizzes give immediate feedback, showing how well informed the respondent is about OSH matters and what can be gained (for the company) through improving OSH conditions.

The focus in Weld Right is advice on good work practice. This may be difficult to describe in words and for some of the advice, short films (38 films, ranging from 18 seconds to 2 minutes) have been produced, as this way of communicating was judged to fit better to both the message delivered and the target group.

The website has been presented to teachers in vocational training of welders and is used in training of welders. In January 2016, the website was discussed at the annual meeting for teachers and some suggestions on additional information were conveyed. Based on this discussion, there are now plans to extend the website to include not only information on welding in workshops but also on temporary work sites, for example construction sites.

The website has been presented to members of the organisations concerned by welding, including the Association of Swedish Engineering Industries, the Swedish Association of Industrial Employers, the Swedish Welding Commission and the trade union IF Metall. In addition to this, SWEA is promoting the website through information about Weld Right and a link to the website in direct conjunction to the Swedish regulation on welding. Both the employers' associations and the Welding Commission are contacted by welding companies regarding OSH matters and use the website as a reference when giving advice and they often also recommend the companies to check the website themselves.

The trade union IF Metall has RSRs, who visit many MSEs including MSEs focusing on welding as well as MSEs where welding occurs occasionally. The RSRs were informed about the website during one of their regular meetings and they use it whenever feasible in their contacts with MSEs.

The website has 'entrances' adapted to different target groups, including the secondary target groups, which do not weld themselves but support welding companies in different ways and hence may have an impact on the OSH conditions in welding. For example, occupational health service providers have an 'entrance' giving advice on what parts of the website might be especially interesting to them and advice on how to use them. In the same manner, there is an 'entrance' for suppliers to welding companies, as previous research has shown that welding MSEs often turn to their suppliers to get OSH advice and that many of the suppliers have limited OSH knowledge. Furthermore, safety representatives as well as owner-managers in welding companies have their own 'entrance'.

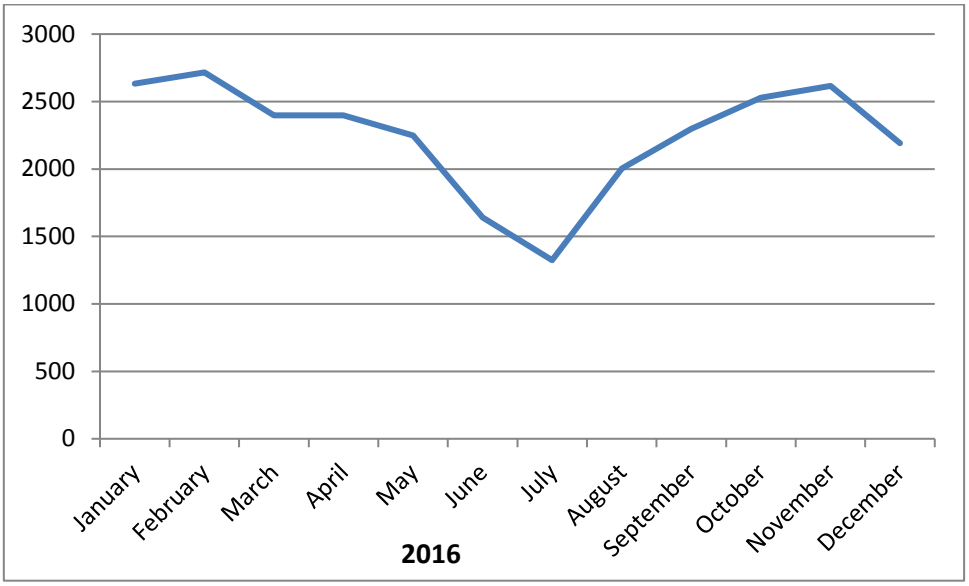
In addition, whenever relevant, it is highlighted that good OSH is part of being a professional welder and contributes to a more effective production and improves quality. However, there are no economic incentives, apart from saving time through using tailor-made advice to solve problems that may arise in welding companies or through external demands, for example from OSH inspectors.

- **Results and evidence of impact**

At the end of the development of the website, an evaluation was made (Strehlenert, 2013). In the evaluation, twelve interviews were conducted (three supervisors for welders, two safety representatives, three safety engineers, three teachers in vocational training and one supplier), enquiries were used and statistics on visits to the website were compiled. In general, the evaluation showed that the project was successful. The website was, in general, developed following the success factors that support effective dissemination and implementation. The interviews revealed a very positive attitude towards the website.

During the first year, the website was visited by a quite steady number of 1,000 to 2,000 unique visitors per month. In Figure 4.1, recent statistics on visits to the website are presented. The short films available on the website and developed as a support to information and training sessions are among the most visited pages on the website.

Figure 4.1. Number of users per month visiting the website in 2016. Source: Google Analytics.



A comment from one of the respondents in the evaluation working at a welding company illustrates and explains the positive attitude to the website (Strehlenert, 2013).

It [the website] is very important. Before I started working here, I worked in a small firm. There, we did not have the equipment shown (on the website), ergonomics was not considered, neither was the working environment, injuries or how to protect yourself. The only protection was the helmet and protective clothing. Proper ventilation and exhausts did not exist and when you were off to the coffee break, you had to use the machete to cut through the welding fumes!

Mathias Lundin, CEO of the Swedish Welding Commission, uses Weld Right as a reference book when being asked questions about OSH and welding, which happens frequently. He says Weld Right is broad and contains information about almost all topics relating to OSH in welding. If anything is missing, it is easy to add information to the website, which has been done a few times after launching the website. Mathias Lundin also uses Weld Right and refers to the website every now and then when communicating with members and potential members. When he gets questions about OSH in welding, his experience is that the answers found in Weld Right seem to be enough as he rarely gets any follow-up questions. Mathias also knows that the website is often used in training of welders. He says the combination of being able to use Weld Right both as a reference book and supporting different kinds of education is one of the positive features of Weld Right.

Providing good OSH conditions in welding is strongly connected to professional welding with high productivity and good quality. This message is integrated in the website and serves as an incentive to use the website and improve OSH. However, Mathias Lundin does not think that this serves as a strong

incentive even if most people probably are aware of the costs of poor OSH, for example costs for sick leave.

- **Learning from weaknesses and failures**

An area for improvement identified in the evaluation is the dissemination of the website. Even if it attempts to engage with MSEs there is a potential to increase the use of the website further and even if the website is used in vocational training, there is a potential to increase the use also in training.

The website was produced using an IT-platform, which is no longer maintained. For the future, moving the website to another platform is required.

- **The future of the good example**

A new application for funding was turned in to AFA Insurance in August 2016 and the funding was approved in January 2017. The aim of this new project is to develop the content of Weld Right to include welding at temporary workplaces. The website will also be transformed into a responsive website, facilitating the use of the website from smartphones and tablets. The technical development of the website has been prioritised in Sweden because the use of these devices has increased'?.

The planned development of the website includes cooperation with teachers in vocational training in order to adapt the website even more to their needs, as well as with the partners participating in the development of Weld Right.

A challenge is to develop the dissemination strategy of Weld Right in order to support a more proactive OSH strategy in welding companies.

- **Conclusions**

The key success factors of Weld Right are

- The website has a high legitimacy as it is backed up by the social partners and the sector organisation, the Swedish Welding Commission. In addition, SWEA recommends Weld Right in conjunction to their provisions on welding.
- The advice given covers almost all OSH topics relating to welding. The advice is concrete and reflects good practice, which makes it easy to use for the target group and provides a shortcut to fulfilling OSH demands. Good practice is well fitted to the needs of micro and small welding enterprises. The pedagogics with short films showing good practice is appreciated and the films are the most visited part of Weld Right.
- When there is a need in welding companies to solve an OSH problem, it is fast and easy to use Weld Right, which means that the website serves as a good support for reactive work with OSH in MSEs. In many MSEs, the most common OSH strategy is reactive, not proactive.
- The website also provides support for those wanting to work more proactively with OSH in welding.

The website includes support to vocational training for welders. Provided that Weld Right will be used in the vocational training, this is a way of setting good OSH practice among new welders.

The use of Weld Right is voluntary. The effect hence depends on how well the website can reach out to the target group. The identification of secondary target groups serves as a lever for dissemination of the website, but the dissemination and outreach can be further improved.

- **Transferability of the results**

Similar websites providing good practice have been developed for other sectors, for example the cleaning sector (www.alltomstad.se) and sewage treatment plants (www.arbetsmiljova.se). Furthermore,

these other sector-oriented websites are appreciated and have a high and steady number of visitors. The sewage treatment website is even financed through crowdfunding; the plants using the website pay a voluntary annual subscription fee, which finances keeping the website up to date.

A similarity between these examples is that they all concern sectors with OSH problems, which are complex and difficult to evaluate. The websites are useful as they provide detailed descriptions of good practice and concrete solutions to prevalent OSH risks in the sectors. These advice are partly dependent on the technology and technical level in Sweden and in the welding companies and it is probably — to a large extent, but maybe not completely — possible to transfer to other countries.

- **References, key literature, web pages and so on**

Antonsson A-B, Christensson B. Svetsa Rätt, www.svetsaratt.se (in Swedish).

Strehlenert H. Utvärdering av webbplatsen Svetsa Rätt (*Evaluation of the website Weld Right*), IVL-rapport B2081, http://www.ivl.se/download/18.343dc99d14e8bb0f58b764a/1454339607642/B2081.pdf (In Swedish). This evaluation is based on 12 interviews.

Interview with Mathias Lundin, 31 October 2016, CEO of the Swedish Welding Commission.

▪ Good example 5. - Network activities and instruments in the construction sector —Initiative for a New Quality of Work's (INQA) 'Advance Good Construction' and its instruments (Check-Bauen, BauWertInWest) - Germany

Carsten Brück, Claudia Oldenburg and Annika Krüger, Kooperationsstelle Hamburg IFE (KOOP).

▪ Background

The Initiative for a New Quality of Work (INQA) is a joint initiative of the German Federal Ministry for Labour and Social Affairs, the federal states, trade unions, economic organisations, civil society organisations, social insurance institutions and businesses and was established in 2002. The initiative aims to shape and improve the work environment of the future by focusing on health, motivation and safety of the employees, but also on the enterprises, especially in terms of economic health and competitiveness. Besides that, the initiative offers an independent forum for various stakeholders for discussion about the quality of work. Through its activities, the initiative seeks to address the question 'How can work be profitable for companies, and be healthy, motivating and attractive for employees?'[8].

This question is of outmost importance for the construction industry and its workers, as 2015 statistics (SOKA-BAU, 2016) show that despite a positive trend, 76 % of the workers in the sector in Germany retire prematurely and the average retirement age is 56.3 years. In addition, the share of workers receiving pensions as a result of reduced work ability ('Erwerbsminderungsrente') reached a new high with 40 %.

The 'Offensive Gutes Bauen' ('Advance Good Construction') has been founded within the scope of INQA as one of the overarching thematic networks in 2004 with a focus on the construction sector. Since then, it has been developed to a network of national outreach, which has established regional network representations. These regional networks play a central role in the network: they ensure contact with the companies and promote and implement the instruments that were developed by the federal network.

The 'Offensive Gutes Bauen' aims to increase the profitability and quality of processes in the construction sector in Germany. In contrast to the strong focus on finances that is common in the construction sector, the network focuses on the value of good quality and by doing so targets a change of working culture. In more detail, the network aims to:

- improve the image of the construction sector;
- make the construction sector more attractive for young people and professionals;
- develop and mainstream instruments for improving OSH and business organisation;
- promote high quality of work and professionalism in this sector and give companies a platform that has successfully implemented high standards.

This example comprises tools and instruments that were developed by or with the support of the 'Offensive Gutes Bauen' in order to reflect how the network works and what they have achieved so far. The example presents tools and instruments that were elaborated within the network, as well as projects that helped to promote them in the target group.

▪ Target groups

The target groups of the 'Offensive Gutes Bauen' are construction companies and ancillary construction companies that offer special construction services, such as installations, carpentry and floor layers. The network also addresses private building owners and clients, developers and planners of construction sites. The reason for this approach is that cooperation of different partners on the construction site is crucial and that safety and health of the workers who usually work on temporary workplaces is closely related to a good overall site and project organisation.

[8] Good examples 4 and 34 also provide information about the INQA network.

The size of the companies is not limited and the network is also open for larger companies. However, the instruments and solutions that are offered by the network have a clear focus on MSEs. The instruments of the network are free of charge in order to also allow the smallest companies to try and to implement them. All instruments that are presented in this good practice case target MSEs.

'Gutes Bauen Unternehmenscheck' (Good construction check for companies), formerly known as 'CASA Bauen', is a network staple instrument that helps companies to better structure their processes and organisation. It works as an easy to implement and self-explanatory system, which can be combined with quality management systems and other industry standards. Companies can declare their certification and get promoted by the network on the website Gute-Bauunternehmen.de. As of now, more than 2,000 companies have registered to the website, and more than 70 % of them are MSEs.

BauWertInWest was a project that aimed to develop a toolbox and a handbook for small and micro construction companies of 50 or fewer employees. It was supported and funded by INQA, the Federal Ministry for Labour and Social Affairs and the regional network of Offensive Gutes Bauen in North Rhine-Westphalia. Handbook and toolbox instruments were drafted and tested in cooperation with target group companies.

- **Description of the good example**

As in all networks that have derived from the INQA initiative, the partnership includes partners from social partners, professional associations, service providers for prevention, consumer protection associations for building owners, ministries and other relevant institutions. 'Offensive Gutes Bauen' was founded within the scope of INQA as one sector network in 2004 and has been operating since. The network currently has more than 150 partners. It was possible to establish nine regional networks covering 11 federal states in Germany. In addition, two local networks are active in Bielefeld and Heinsberg.

While the federal network takes general decisions, for example on the instruments that are promoted by the network partners, the regional networks ensure the contact with the target group. Some regional networks may also have additional activities that are agreed on by the regional partners, for example dispute settlements and mediation in the regional network of Lower Saxony.

The network provides practical support for the implementation and promotes companies that implement good practice. The network promotes the development of instruments and their provision for small construction and small trade companies, which helps them to improve OSH management, general management and coordination on site. All instruments and tools are free of charge and can be downloaded from the website.

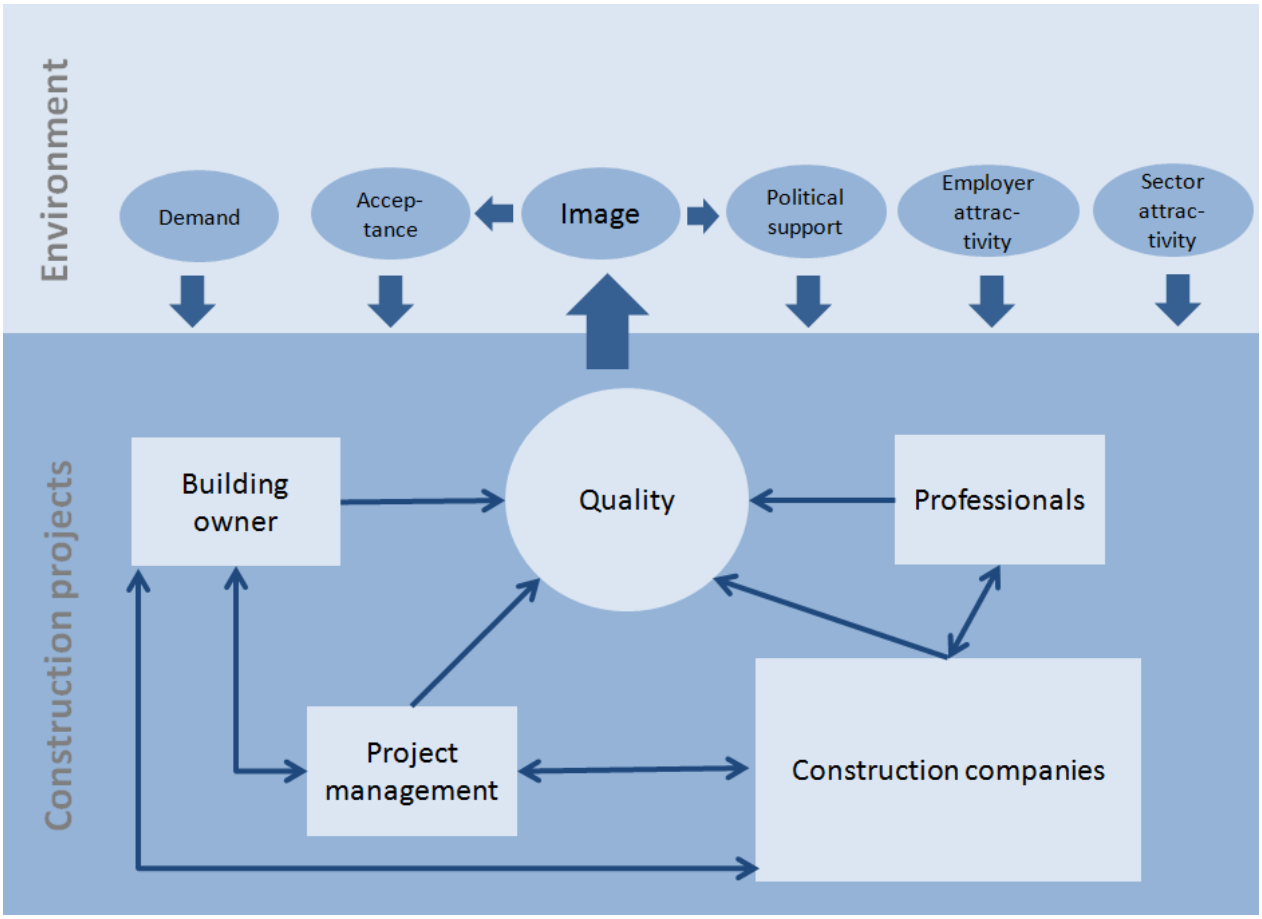
For the network representatives it is important to reach the target group and they admit that it is not easy. One of the long-standing members says that OSH does not have a good image in many companies and that especially managers and owners of MSEs expect an immediate return on invest. When the network is approached by managers, it is often because they want a quick solution for a certain problem. In order to improve access to the companies they try to combine OSH messages with further services and to show potentials for the companies.

At the moment, one vehicle for bringing the message across is to show solutions for the shortage of skilled workers, which many companies experience as a consequence of the recent economic growth and demographic change. Many small companies struggle with finding new qualified workers as they cannot compete with larger companies when it comes to wages or career perspectives. One message is to show solutions on how to make work in small companies of the construction sector more attractive and as a network representative says, 'work is not attractive when it smells bad, when it fumes and when it happens in poor ergonomic conditions'.

Good work is promoted as professionalism in all processes and OSH is seen as one important factor in this message: if work is well organised and risks are under control, risks of accidents reduce, the probability that workers can stay healthy increases and more of them can reach the regular retirement age. This also helps the company to compete successfully and be more productive.

As cooperation is crucial on site, the network does not only address construction companies but also site coordinators and clients and project developers. It provides instruments for all target groups. In an

interview that was conducted for the second task of this work package, interviewees from the BAuA (Federal Institute for Occupational Safety and Health) provided the German version of the following illustration:



The picture illustrates the actors and parties in the construction sector and the relations and interfaces between them. 'Offensive Gutes Bauen' aims to influence positively the quality of construction works by involving the different parties. Better quality is thought to also positively influence the general image of the construction industry, which has been rather negative in comparison with other trades and industries. This is supported by promotion activities such as publishing a list and a database of all companies implementing the 'checks' and making it available for all clients of construction companies.

'Offensive Gutes Bauen' is therefore also orchestrating good examples by providing information about OSH and OSH-related issues to all relevant actors in the construction sector and supplementing them with tools to implement OSH in all workplaces. The instruments of the 'Offensive Gutes Bauen' include the processes between the stakeholders in order to allow a better cooperation on site. The portfolio includes the following tools and good practices:

- CASA Bauen/Gutes Bauen Unternehmenscheck for construction companies;
- KOMKO Bauen for architects and site coordinators;
- Gutes Bauen Check for clients/building owners.

The portfolio covers the interfaces between the three parties. Applying the instruments will contribute to improving the quality of work and the cooperation. The portfolio is open to further development and the network supports new approaches that allow a better access to MSEs in the sector.

- Instruments and projects for MSEs
- Gutes Bauen Unternehmenscheck (formerly CASA Bauen)

The 'Gutes Bauen Unternehmenscheck' instrument is a ready-to-apply instrument for self-assessment, organisational development and resource management. The instrument was first published under the title 'CASA-Bauen' and was later revised and published in its second edition as 'Gutes Bauen Unternehmenscheck'. With the revision, a 100 % comparability to 'Check Mittelstand', a popular instrument from another INQA network, could be assured. As a consequence, the name of the instrument was changed to demonstrate the familiar relation of the 'checks'.

Companies that have fully implemented 'Gutes Bauen Unternehmenscheck' have the option of self-assessment according to EN ISO/IEC 17050 standards. 'Gutes Bauen Unternehmenscheck' can be used as a standalone instrument or combined with further advice and consultancy services from the partners of 'Offensive Gutes Bauen'. This modular approach also allows micro and small companies to decide on what to implement and to consider their resources. The instrument includes 14 essential fields of action, which are divided into two catalogues of focal points that give detailed measures related to safety and health at work, work organisation, project management, construction site management and quality management. The catalogues and the measures are self-explanatory and easy to understand and implement.

One core element is the process-oriented risk assessment. 'Gutes Bauen Unternehmenscheck' shows how to integrate workplace risk assessment (hazard identification, risk analysis and risk control) into company- and construction site management processes and gives concrete advice on how to carry out workplace risk assessment. Furthermore, it gives advice on organisational structure and management responsibilities, leadership, efficient procurement and failure-free use of technical equipment, effective tendering and calculation, cooperation and communication between partners involved in the construction process and so on.

One further key is that the instrument is easy to handle. Many companies want 'recipes' that allow easy implementation and quick success. The network tries to reach that with a modular approach that allows an easy access complemented by further add-ons that can be integrated step-by-step. The self-explanatory character of the instrument makes them an attractive and low-cost alternative to conventional management systems, especially for micro and small companies. The instrument has also been tested in micro and small companies and recommended as a part of the 'BauWertInWest' toolbox (see below).

If wanted, 'Gutes Bauen Unternehmenscheck' can be easily combined with further instruments or expanded to a full-scale management system. The standards of the 'Gutes Bauen Unternehmenscheck' tool are comparable with further tools provided by further regional partners and with tools provided by other INQA networks (e.g. 'Check Mittelstand'). The network also cooperates with regional trade chambers and professional associations and strives at harmonised standards of own instruments with instruments of other origin (e.g. 'Hessendach' and 'Bayerndach') that also target at promoting safe work in construction companies. This allows a wider outreach and mutual promotion of instruments.

Companies can also ask for consultancy and support from the network's registered consultants. Regional networks have been set up to support the local implementation of the tools. This is a good example of how good practice is brought to companies without causing high costs for the participants.

As an additional incentive, companies can declare their certification and get promoted by the network on the website Gute-Bauunternehmen.de. Clients have the possibility to give feedback on the quality of the work performed by the construction companies. The evaluation is also made available to future clients.

- **BauWertInWest — Using potentials in the crafts**

'BauWertInWest' was one of the projects that was recently supported by the regional network of the Advance Good Construction in North Rhine-Westphalia. It focused on the development of instruments and approaches specifically made for MSEs in the construction sector. This project started in October

2010 and finished in September 2013. It was initiated and funded by the 'Programm zur Förderung von Modellvorhaben zur Bekämpfung arbeitsbedingter Erkrankungen' ('Programme to promote model projects to combat work-related illness') of the Federal Ministry for Work and Social Affairs. The organisation responsible for the good example is the Institut für Betriebliche Gesundheitsförderung (BGF GmbH), the research institute of one of the largest public health insurances in Germany. Further collaboration partners were the Arbeitsmedizinischer Dienst der Berufsgenossenschaft der Bauwirtschaft (Service for Occupational Medicine of the Statutory Accident Insurance of the construction sector (ASD)), the Berufsforschungs- und Beratungsinstitut für interdisziplinäre Technikgestaltung BIT e.V. (a research and consultancy institute) and the Kompetenzzentrum Netzwerkmanagement e.V.

'BauWertInWest' included and used many of the instruments developed by the Advance Good Construction; at the same time, the Advance Good construction promoted the project and the products developed during the course of the project. One of the main methods that 'BauWertInWest' drew on was building a local network of the construction companies, promoting mutual learning and exchange of good practices. The project also allowed gathering further practical experience on the use of the instruments of the network in 50 MSEs, none of them above 50 workers. The focus was set on companies with fewer than 30 employees. The project also integrated dimensions of age management and staff retention. In this way, the instruments of the Advance Good Construction network could be further promoted and tested in MSEs.

Various instruments were offered and tested by the companies. In the course of the project, it became obvious that some instruments were better accepted than others. The result was a toolbox of instruments, which was accompanied by a guideline that explained four fields of intervention (so-called 'adjusting screws' ('Stellschrauben')) for the company. In each field of intervention a selection of tools was presented and shortly explained. The four fields of intervention were:

1. business strategies;
2. leadership and human resources management;
3. business organisation and processes;
4. client (customer) acquisition and retention.

Instruments that were finally integrated in the toolbox included the 'Gutes Bauen Unternehmenscheck' instrument. The 'Gutes Bauen Unternehmenscheck' was also further developed and a new instrument 'CASA nano' was drafted. The reason was that some micro companies in interior finishing and decoration felt that they would not need all elements of the 'Gutes Bauen Unternehmenscheck' instrument. Some elements were deleted from the instrument and others adapted. The project also developed a benchmark process for the 'Check Bauen' instrument where companies can see their strengths and potentials and make the comparison with other companies of the same sector.

Further OSH instruments that made it into the final tool box were the work situation analysis tool 'ASA plus', which gives an easy start into the analysis of organisational and social risks and the work, health analysis in cooperation with the occupational medical service (AMD) of the Statutory Accident Insurance of the Construction Sector (BG BAU) and health check 'AuG', which consists of three checklists for a) fulfilment of legal OSH requirements, b) potential for workplace health promotion and c) mainstreaming of re-integration management (BEM) for workers returning from long-term illness into business processes.

The toolbox also provides instruments for business strategy analysis ('AWH standard analysis') and human resources and demography management, which allow the owner-managers of MSEs to improve their general business approach and to get stuck in a precarious 'low road' situation. In this way, the project reflected on the general network approach to make the connection between OSH processes and the general business process landscape. OSH and safe work is communicated as an essential part of professionalism and business strategy.

As a result of the project, the 'Gutes Bauen Unternehmenscheck' and 'AWH standard analysis' were recommended as very good tools to make a start in OSH and business process development. In the evaluation of the project, a slight overall regress of sick leave days in the participating companies could be observed, but the trends varied in the participating companies (PZN Kooperationsberatung, 2014). Unfortunately, the project could not be expanded and transferred into continuation after 2013.

- **Results and evidence of impact**

The usability of the 'Gutes Bauen Unternehmenscheck' instrument for small and micro companies has been proven in the BauWertInWest project. The instrument was further adapted to the needs of micro companies of the construction finishing. It was generally recommended by the project partners. There are also indicators that suggest that OSH and health in the companies that participated in the BauWertInWest project improved slightly. In the evaluation of the project, a slight overall regress of sick leave days in the participating companies could be observed, but the trends varied in the participating companies (PZN Kooperationsberatung, 2014).

Companies that use the instrument 'Gutes Bauen Unternehmenscheck' can register on the website Gute-Bauunternehmen.de. The website helps to promote good practice companies and allows the network to get an overview of which companies use the instruments and how. The companies also agree that feedback from clients will be visible on the homepage. In general, the feedback by clients is positive, which indicates a good performance by the companies.

More than 2,000 companies have registered to the website and according to the network coordinators at least 70 % of them have fewer than 50 employees.

- **Learning from weaknesses and failures**

The example of BauWertInWest demonstrates a common obstacle, which can be typically faced in many development projects: to ensure the permanent transfer into enterprises. In the case of BauWertInWest, the project initiators kept contact with the participating companies. The project can, however, be considered to be successful, as it collected useful information on MSEs' needs and helped to prove the usability of instruments in MSEs in the construction sector.

As a consequence of the fate of many development projects, 'Offensive Gutes Bauen' currently focuses on the dissemination of existing instruments to the target group. More effort has been put into promotion and less into the development of new tools. The design of the existing instruments has been revised in order to make them more easily accessible and more comparable with other instruments.

- **The future of the good example**

The network was initiated under the roof of the INQA partnership, which was initiated by the Federal Ministry of Labour and Social Affairs and coordinated by the Federal Institute for Occupational Safety and Health. The network grew because partners managed to involve a multitude of different stakeholders that brought in the interest of different groups. The fact that the network has always been close to employers helped to get a high level of acceptance in companies.

The network keeps evolving and keeps working continuously on their existing and on new instruments. Recently, instruments such as 'Gutes Bauen Unternehmenscheck' have been further developed and relaunched in order to improve the usability and comparability to other instruments.

New topics have been included in the network focus, in particular demographic change and age management, an issue which is the focus of the current EU Strategic Framework on OSH. The network is well established and supported by major stakeholders such as the Federal Institute for Occupational Safety and Health, social partners and prevention stakeholders and it is expected that activities will continue.

- **Conclusions**

'Offensive Gutes Bauen' is an excellent example of how stakeholders work together effectively and manage to establish a stable network structure over 10 years. The broad network structure that include representatives of companies, social partners, OSH experts and facilitators allows them to continuously develop and improve instruments for the need of companies of different size classes. Instruments are tested in companies in order to ensure acceptance and their usability could be proven in projects.

- **Transferability of the results**

Comparable network approaches were successfully initiated for other sectors as well. Examples can be given for the healthcare sector or Deutsches Netzwerk Büro for office work. Furthermore, thematic networks such as Deutsches Demografie Netzwerk (German Demographic Network) or INQA Mittelstand have been successfully established. Their outreach to MSEs varies. However, it proves that the approach is not limited to the construction sector.

The approach can be transferred to other countries, but it requires effort in coordination, ideally provided by a major institutional OSH stakeholder and durability of the partnership. Once established, the approach also rewards the network partners by setting up new communication channels between OSH stakeholders.

- **References, key literature, web pages and so on**

Reports

PZN Kooperationsberatung (2014), Abschlussbericht Evaluation BauWert InWest. Bielefeld. Available at: www.bauwert-inwest.eu/files/14_01_29_a_bauwert_inwest_evaluation_abschlussbericht_10-2013.pdf

Schauerte B., Hasselmann O. et al. (2013), Handbuch Wertsteigerung im demografischen Wandel. Köln. Available at: http://www.bauwert-inwest.eu/files/bauwert_handbuch_wertsteigerung_screen.pdf

SOKA-BAU (2016), Beschäftigte am Bau gehen später in Rente. Wiesbaden 2016. Available at: http://www.soka-bau.de/soka-bau/medien/publikationen/publikation/beschaeftigte-am-bau-gehen-spaeter-in-rente-1/ Website (last retrieved 09 October 2017)

http://www.offensive-gutes-bauen.de

http://www.check-bauen.de/check-bauen/

http://www.betriebe.gute-bauunternehmen.de/Start_I946.whtml

http://www.bit-bochum.de/bauwert.html

http://www.bauwert-inwest.eu/ergebnisse.html

Experts interviewed for this case study

Stephan Gabriel, Federal Institute for Occupational Safety and Health (BAuA), Dresden, 9 December 2016.

Tobias Berens, Berufsforschungs- und Beratungsinstitut für interdisziplinäre Technikgestaltung (BIT e.V.), Bochum, 16 January 2017.

Good example 6 - A broad programme aimed at improving safety and health in small construction companies - France

Sandrine Caroly and Déborah Gaudin, Pacte Laboratory, Université Grenoble Alpes.

Background

Each year in the French construction sector, 1 in 15 employees has an occupational accident, and globally in France, there is one serious accident every two minutes. To reduce accidents and improve OSH conditions in construction, the Confederation of Crafts and Small Building Companies (CAPEB), a professional organisation of the construction sector founded by the Institute for Research and Innovation in Health and Safety at Work (IRIS-ST) and one of the first assignments of the institute was to develop easy-to-use tools for employers who have little time and resources for OSH in their company. The programme of risks prevention in the construction sector in France started in 2007, initiated by the professional organisations:

- CAPEB: builders (craftspeople of construction, e.g. bricklayer, electrician, plumber, painter);
- the National Union of Artisans of Public Works and Landscapes (CNATP): civil engineering and landscape.

The organisation responsible for the good example is IRIS-ST. In realisation of the programme, they have also collaborated with professional organisations of prevention in construction, public building (OPPBTP), equipment manufacturer, insurance of craftspeople and the INRS that work with prevention of occupational accidents and diseases. No details were given to the research team about the costs and funding.

Target group

The target group of the programme is the construction sector, especially companies with 1-19 employees, which in France represents about 350,000 companies.

The risks in the construction sector depend on the professional activities, but in general risks related to the building sector are: falls; asbestos and chemical risks; handling and repetitive movement (musculoskeletal disorders and back pain); noise; risk with equipment (cut, crush, crash); vibration, fire and explosion; accident of moving; and stress (time pressure and financial constraints).

The education in the construction sector is mainly vocational training. In the construction sector, companies are not used to working with written guidelines, manuals and management systems. The work in construction is often realised in temporary workplaces (e.g. for 15 days or one month at the construction site). The workers need to be mobile and often move between construction sites.

The construction sector was hit by the economic crisis in 2010, with a decrease in assignments and prices. Now, the economy is improving and new markets have developed, for example innovation in construction to reduce energy consumption and environmental load. The relation with client and markets is characterised both by B2B — a market with tough competition, competing with price — and B2C — a market with medium competition where both price and quality is important. The construction sector has a lot of immigrants, but most of them are employed in large companies. The sector is also affected by competition from low-cost countries. The vulnerabilities of the target group may have an impact on OSH: owner-managers experience stress due to concern for the company and its financial survival.

There were also some obstacles and problems that the programme had to face: owner-managers' perception of risk management was that it is mainly seen as an obligation, rather than as an opportunity to improve workplaces or work conditions. Owner-managers were not very interested in OSH. In addition, the large number of small companies in the sector makes it difficult to reach out to and distribute the information.

The target group is reached by the organisation for professionals in the construction sector (CAPEB). In this sector, CAPEB is dynamic to respond to the needs of employers.

- **Description of good example**

Originally, the programme was built on several separate initiatives, all of which aimed to improve OSH in construction. However, as the initiatives complement each other and were supported and carried out by the same partners, it is here presented as a coherent programme. The aim of the programme is to:

- help craftspeople to consider the risks in their work;
- integrate risk management in vocational education;
- develop a network of stakeholders cooperating in prevention in MSEs in the construction industry.

The programme is complex and includes several kinds of actions. IRIS-ST is the platform for the distribution of tools and information. The insurance advisor (OPPBTP) and professional organisations inform owner-managers about this programme.

The basic ideas are:

- to provide tools including good practice adapted to construction companies with 1-19 employees;
- to provide and include OSH training in vocational training for construction workers and in training of apprentices;
- to provide OSH information, which can be used by owner-managers, safety representatives and employers. This includes support to owner-managers in risk assessment (available on the website) and description of good OSH practices that prevent injuries in construction.

Norms and procedures in the construction sector are important for OSH (e.g. for work with asbestos); it is why good examples and good practice are an important part of the programme. The programme focuses on good work practices rather than on OSH management or health promotion. The kind of support offered is:

- advice about equipment for safety at work;
- good practice for asbestos protection and falls from height;
- information about risk exposure by profession;
- tools to make a risk assessment.

In addition to this good practice, information about safety training is provided and there is an online survey, which assists in identifying mandatory training for each construction company. The training is adapted to the kind of work performed. Moreover, documents explaining legal obligations related to prevention are distributed in order to provide information on the standards to be met.

In addition to this, there is an economic incentive as the companies can get financial support from insurances (national and regional) for purchasing materials or equipment. They have to compile a file and meet certain conditions to submit an updated written risk assessment or to show that they are members of an occupational health service (legal obligations). IRIS-ST helps construction companies to apply for such financial support. IRIS-ST, which is responsible for the programme, is a small association with only two employees, both of whom are familiar with the construction sector. IRIS-ST has established an innovation centre for craftspeople in construction, which is working as a node for partners involved in different ways in OSH in construction; for example through equipment manufacturers, computer companies and health promotion institutions. IRIS-ST is going to obtain subsidies from the ministry. This partnership is a key factor for the success of the programme.

Taking part in the programme through using the material and the support offered and taking part in the training courses is mainly voluntary, though the OSH training in vocational training is of course compulsory. However, there are regulations with demands for OSH management and an obligation to make a risk assessment, which can be met through using the material and support.

Two parts of this comprehensive programme are particularly interesting and are good examples: ‘Asbestos’ and ‘Falls from a height’.

For asbestos, experts have been giving advice about work with asbestos on a special TV programme (40 minutes). The programme can be seen on the website, or a DVD can be ordered free of charge. It provides knowledge on the health risks, good practices and the statutory requirements when working with asbestos. After seeing the TV programme, there is a quiz to evaluate the training. The owner-manager or safety supervisor can contact an expert if they need advice. The message of this programme is 'Not trained, do not touch' (in French 'Pas formé, pas toucher').

For falls from height, there is a test with a focus on knowledge about how to prevent falls from heights. The test takes about 10 minutes and describes three situations with risks of falls. Each situation has some pictures and video sequences. More than 50 documents are available for different kinds of construction work and for different levels of knowledge and can be downloaded free of charge. In addition, the financial support can be used by the owner-managers of SMEs to buy certain equipment. The message of this programme is 'Works in height not the right to make mistakes' (in French 'Travaux en hauteur pas le droit à l'erreur').

The dissemination of good example is facilitated by the closeness between IRIS-ST and the professional organisation CAPEB. The information, tools, training courses and financial support are promoted by the professional organisation.

The tools for risk assessment and prevention are adapted to the target group and the working conditions in construction (e.g. advice about purchasing of materials or equipment, good practice in construction and so on).

Access to information is facilitated by a smartphone application (an app). The information on the website/via the app is simple, short and effective, which is necessary considering that the work is mainly done at temporal workplaces with little time available for OSH.

The information support is free of charge for companies.

- **Results and evidence of impact**

The impact from the good example is qualitatively assessed and accounted for in annual reports of activities of IRIS-ST. In 2015, 350,000 companies were reached. With regard to the number of visitors to websites or web pages, about 9,000 sessions are opened annually, with 297,324 page views (2015).

Here are some figures related to actions undertaken in participating companies in 2015:

- 9 new OSH information support systems created for certain topics;
- several professional symposiums with a total duration of 17 days;
- 1,870 employees in training;
- 158,000 information tool leaflets disseminated to companies;
- 76 companies were given telephone support by an advisor from IRIS-ST;
- 1,040 companies were given personal support in making their legal risk assessment.

To summarise, the tools and information is easy to access, fast to use and provides simple information adapted to context. A lot of partners (professional organisation) facilitate the communication on the IRIS-ST tools/information/training.

The programme is sustainable. The website with tools and information is well known in this sector, which allows for reaching companies easily.

- **Failures and weaknesses**

Some failures and weaknesses have been identified:

- The compulsory nature of prevention is not always conducive to bringing the MSEs of the construction sector in line with prevention. Owner-managers do not always understand the utility of the prevention; instead they perceive it as a constraint.
- Partners are too numerous throughout France with many relays (e.g. CAPEB or the OPPBTP); MSEs find that confusing.

- Not all partners are mobilised in the same way; they sometimes do not know MSEs or have a lack of proximity to MSEs.

- **The future of the good example**

The future of the good example, which has been discussed among the partners, is development of:

- e-learning;
- partnership with personal protective equipment (PPE) industry;
- update the guide of best practice on the asbestos protection;
- barometer of employer stress;
- dissemination of good practices.

- **Transferability**

The transferability would be possible to another professional sector in France, but the transferability to another country depends on the national context (the network of prevention stakeholders in particular).

- **Conclusions**

The programme, which aims to reach out to small companies in the French construction sector, is successful as a result of several key factors:

- The programme offers good practice,
- The information and tools are adapted to the context of and conditions in MSEs in the construction sector, for example providing easy and fast to use information and tools that provide concrete and detailed sector adapted information and advice for example good practice.
- It is based on and promoted by a network, funded on representative professional organisation.

- **References**

IRIS-ST (2017). Website of the Research Institute for Innovation on OSH issues, for companies in construction and landscape: http://www.iris-st.org/

Amiante réponse d'expert (2017). Website about the asbestos risk (national programme), with a partnership between the French Governement, OSH bodies and professional organisations (DGT, CAPEB, FFB, Federation of SCOP of the BTP, FNTB, CNAMTS, INRS and OPPBTP): http://amiantereposedexpert.fr/

Travaux en hauteur pas droit à l'erreur (2017). Website about risks of falls from height (national programme), with a partnership between the French Governement and OSH bodies (DGT, CNAMTS, MSA, RSI, INRS and OPPBTP): http://www.chutesdehauteur.com/

Joint interview with a project manager of IRIS-ST and Patrick Laine (11 July 2016), project officer for SMEs at the INRS.

4.2 Get MSEs aware of, interested in and working with OSH

Most MSEs have limited knowledge about OSH and their awareness about OSH needs to be increased. Often this can be achieved thorough an awareness-raising campaign of some kind and campaigns are often used to promote OSH. Information campaigns are included in several of the other good examples described, as part of a strategy to reach out to MSEs.

The good examples presented below combine such a campaign with information about how to improve OSH conditions, aimed at not only increasing awareness but also initiating OSH improvements in MSEs. Some of the examples even reward the achieved improvements with some kind of award or diploma.

Good example 7. Poland

Labour Inspection Diploma as an incentive for micro companies to work with OSH

Good example 8. Estonia

Best Workplace Practices Award for interest in OSH and for providing solutions to specific problems

Good example 9. Estonia

Health Calendar ('Tervisekalender') to help employers develop healthy lifestyles and a positive safety culture, as well as to ensure employees' well-being at work

Good example 10. Romania

'Safety and Health in SMEs' — a campaign that aims to increase OSH awareness and initiate OSH improvements

Good example 11.Romania

Information and awareness campaign on changes entailed by the provisions of the EU Regulation on classification, labelling and packaging of chemicals

▪ Good example 7. Labour Inspection Diploma as an incentive for micro companies to work with OSH - Poland

Ann-Beth Antonsson, IVL Swedish Environment Research Institute.

▪ Background

In Poland, as in other countries, there is a need to increase the awareness about OSH and improve OSH conditions especially among micro companies.

In 2000, the National Labour Inspectorate (NLI) launched a prevention programme called 'Obtain the NLI's Diploma' (Zdobądź Dyplom PIP) aimed at supporting micro entrepreneurs in rectifying situations in their companies in terms of the legal protection of the labour force and the technical safety of work. The initiative is still carried out by the NLI, in cooperation with social partners (employers' associations, the Social Insurance Institution).

During the implementation of the programme, the NLI cooperates with three organisations:

- The Polish Craft Association (Związek Rzemiosła Polskiego in Polish) — the largest and oldest nationwide association of employers, representing approximately 300,000 micro, small and medium-sized enterprises. The association is organised into 27 craft chambers, 479 craft guilds and 222 cooperatives.
- Voluntary Labour Corps ('Ochotnicze Hufce Pracy' in Polish) — a Polish youth organisation with the aim of ensuring employment for young men and women, enabling them to obtain professional qualifications, general education and citizenship education.
- The Social Insurance Institution ('Zakład Ubezpieczeń Społecznych' in Polish) is a national public institution responsible for tasks related to social insurance and is financed by the state.

The programme 'Obtain the NLI's Diploma' is financed mainly from the budget of the NLI. The programme is implemented by district labour inspectorates (DLIs), which bear its main costs, that is, personal and material costs. Financial resources are used to develop, update and reissue publications on labour law and OSH (including a 'Checklist with commentary, support tool for employers'), prepare training materials and print the diplomas.

In 2014-2015, the Prevention and Promotion Department also financed information and promotional campaigns in nationwide media (television, radio and internet campaigns) to promote the diploma as well as other preventive programmes organised by the NLI. Such initiatives may be co-financed by the Social Insurance Institution from the Accident Prevention Fund.

Since 2010, the Social Insurance Institution has also sponsored basic PPE sets given out to the employers who have been awarded diplomas during the official NLI diploma award ceremony.

▪ Target groups

The programme 'Obtain the NLI's Diploma' is targeted at micro companies with up to nine employees. Most of the companies participating in the programme operate in the following sectors:

- manufacturing;
- construction;
- forestry;
- trade and services.

Larger companies with up to 20 employees may also apply to participate in the programme, provided their area of activity is associated with high levels of occupational risks. Other companies may use the material provided, which is available for general use.

In the Polish context, there are many micro companies in the sectors where the accident rate is high, especially in manufacturing, construction and forestry, but accidents also occur in trade and services, especially in service sectors with a lot of manual work.

The targeted sectors have employees with mainly vocational training and some sectors may also have employees with high school or elementary school education. Manufacturing, construction and forestry are mainly active on the B2B market, though especially micro construction companies are also active on B2C market. The trade and service sectors are active on the B2C market and some of them on the B2B market.

Micro companies do not have very elaborate administrative systems or routines. In many of them, the owner-manager takes part in the daily work and the organisation is usually quite flat, with the owner-manager as the only manager in the company. This is why these companies are in particular need of support in improving work safety.

For manufacturing and trade and retail sectors, the work is mainly carried out on their own premises, which gives these companies an opportunity to decide about their own premises and working environment. For the construction and forestry sectors, work is usually carried out at temporary workplaces, over which the companies have limited decision latitude.

Many of these companies are vulnerable, competing mainly with the price, while others have a stronger position on the market, competing with the price in combination with quality and expert knowledge within a niche in their sector.

- **Description of the good example**

The aim of the programme is to help employers in micro companies achieve continuous improvement of working conditions and adjust the OSH conditions as well as OSH management in the company to the legal requirements. Supervision and inspection of compliance with labour law, particularly as regards employment relationship, remuneration for work and other benefits resulting from the employment relationship, fall within the scope of tasks of the NLI in Poland. These issues are discussed in detail at training events for employers participating in the preventive programme ‘Obtain the NLI’s Diploma’.

The Labour Inspection Diploma is a voluntary scheme, for which micro and small companies may apply. The incentive for companies to take part in the programme is the possibility to acquire knowledge on OSH and labour law and to obtain support from the NLI’s personnel. Participation is free of cost and the NLI’s support includes training, training materials, support from labour law and OSH experts (a labour inspector), and an audit of the company.

The programme is voluntary and the inspection at the end of the programme serves the purpose of providing further instructions and advice. If there are any problems identified during the programme, there is no risk of reprisals if the problems are corrected before the end of the programme.

The programme includes the following steps:

1. Companies apply for participation at their DLI.
2. Training: during the training, participants learn about safety hazards in sectors represented by employers participating in the training, and the programme coordinator describes how to use the checklists and the comments to the questions in the checklists. In addition, information is given about the process required to get a diploma and the time plan.
3. Development and implementation of a preventive programme on OSH and legal protection of labour, with individual advice/assistance of a labour inspector. This includes making risk assessments and undertaking improvements at the workplace.
4. An audit is made by the DLI.
5. After passing the audit and the successful implementation of the programme on OSH and legal protection of labour, the company is awarded the diploma.

Like all other programmes and campaigns of the NLI, the ‘Obtain the NLI’s Diploma’ preventive programme is based on information and training activities, and applies non-repressive measures. The improvement of working conditions in such campaigns is voluntary and requires employer’s contribution, that is, interest in combination with an amount of time and some financial resources.

Each of the 16 DLIs has appointed a programme coordinator who is responsible for the implementation in the different DLI units. Training sessions are organised in subdistrict units. Appointed labour inspectors help employers throughout the implementation of the programme in companies, mainly in identifying risks and irregularities, as well as during the recovery process, after which they conduct a follow-up inspection. If it ends with a positive result, the labour inspector applies to the DLI for an NLI diploma to be granted to the employer.

The Chief Labour Inspectorate's Prevention and Promotion Department coordinates countrywide implementation of the programme. The Polish Craft Association's contribution in the programme consists mainly of spreading the ideas of the programme in craft businesses and recruiting participants among them. In addition, the programme is also promoted by the Voluntary Labour Corps and Social Insurance Institution.

Employers participating in the programme adjust their companies according to the regulations, after training provided by labour inspectors and using a checklist with commentaries, a support tool developed by NLI specialists. After companies have been trained and have used the checklists, labour inspectors carry out follow-up inspections. A positive result of audits gives employers an NLI diploma.

In 2003, apart from the checklist with commentary, NLI developed a brochure entitled 'Occupational Risk Assessment in Five Steps', and published it with its own resources and shared it free of charge among the employers.

The programme is based on self-inspection during which employers, with the use of tools developed by the NLI, identify risks and deficiencies and eliminate them. In addition, companies get support from labour inspectors who help them identify problems and defects, evaluate risks and develop a recovery plan focusing on what to do and in what time frame. A NLI's expert can be contacted at any time during this process.

Based on the tools provided, each company makes a recovery plan. The OSH plan is based on an assessment of risks and identified problems and a prioritisation of the measures needed to reduce the risks and improve OSH conditions.

The period of time between training and audit should not exceed six months, but can be shortened or prolonged depending on the conditions in the company and on how fast the work advances. However, this should not take longer than one year.

The material provided as support for the companies is in the form of a checklist, which serves as a tool to guide the companies in the evaluation of their legal protection of labour and OSH conditions. There are four checklists available: one general checklist, which all companies can use; one for construction; one for wood processing and carpentry; and one for forestry. The basic checklists cover, among other things, the following topics:

- employment and wages, contract of employment;
- working hours and holidays;
- risk assessment;
- OSH training;
- the workplace;
- ventilation, noise and lighting;
- machines and equipment;
- electrical installations;
- transport.

The basic checklist starts with a seven-page list of questions. If any of the questions are answered with 'No', a potential problem has been identified. To support the company with additional information, each question is supplemented with a comment, which is intended to be used by the company in order to help it identify how the problem can be reduced or eliminated. In total, the guiding document comprises 80 pages; however, during the actual process, the companies use mainly the checklists and the comments to the questions that were answered with 'No'.

The sector checklists are adapted to the specific needs in each sector and describe good practice for problems that are common in the sector. The structure of these checklists is similar to the basic checklist.

In addition, there are other materials available on the website, for example a guide book on safe timber harvesting, methods of securing excavations, or instructions on how to choose PPE.

To summarise, the programme 'Obtain the NLI's Diploma' uses the diploma in combination with free guidance to micro companies as an incentive. This is supported by providing information to micro companies, which empowers the companies to manage OSH. The tools have been developed to suit micro companies, providing training materials and checklists that can be easily used by MSEs.

Information on the programme reaches small companies through the NLI's website, NLI's partners in the programme (Social Insurance Institution, Polish Craft Association), trade unions and employers' organisations, which promote the programme on their own websites as well as through mass media.

- **Results and evidence of impact**

In the period from 2000 to 2015, the NLI awarded almost 5,700 micro companies with the NLI's Diploma (before 2006, it was called 'NLI's certificate'). According to the data provided by the Central Statistical Office, economic activity is conducted in Poland by an average number of over 1.5 million companies with up to nine employees (micro enterprises). The programme is voluntary and every micro company applying for participation is enrolled in the programme.

The programme is ongoing. Some years less than half of the enrolled companies succeeded in getting a diploma. In the last three years this figure has increased to about 75 %, see Table 7.1.

Table 7.1. An overview of the number of companies enrolled and getting a diploma, respectively, between 2011 and 2015

Year	Enrolled companies	Companies getting a diploma	% of enrolled companies that succeeded in getting a diploma
2011	1,334	573	43
2012	1,187	523	44
2013	668	501	75
2014	648	474	73
2015	606	464	77

Four sectors dominated among the companies that completed the programme (see Table 7.2). The data cover the years 2013-2015; statistics for preceding years were similar.

Table 7.2. Distribution of companies gaining a diploma between the dominating four sectors

Sector	2013 (%)	2014 (%)	2015 (%)
Trade and services	42	40.3	46
Industrial production (inclusive of food production), processing, repairs	18	25.1	17
Construction	11	9.7	11
Automotive	9	7.8	12

The diploma seems to have an impact on the OSH performance of companies. According to the annual report on the activity of the NLI: 'Only in 14 % of enterprises which were the winners in the NLI's preventive programme 'Obtain the NLI's Diploma' in years 2010-2012, during routine inspections, the NLI identified irregularities that required the application of legal measures and the imposition of fines.'

In order to obtain information from the participants about the implementation of the programme, reasons for enrolment and its significance for the ongoing activity of the company, a special assessment questionnaire was developed, sent every two years to all the employers who won the NLI's Diploma a year before. The last assessment was made in December 2016 and its results are being processed.

The previous survey was conducted in 2014. According to the information provided by the respondents, the most important reason why employers participated in the NLI's Diploma programme was 'willingness to improve working conditions' — 33 % of employers chose this answer. 'Opportunity to enhance the company's reliability' was the reason for 32 % of employers and 'conversation with a labour inspector' — for 32.5 %. Response 'other reason' was chosen by 2.5 % of employers, who indicated the following motives:

- acquiring knowledge at the source, verifying knowledge on correct operation of the company against labour law and OSH regulations;
- opportunity to improve qualifications;
- opportunity to test the company and one's qualifications to be an employer;
- prestige;
- opportunity to obtain objective evaluation;
- personal satisfaction from achieved results.

As regards the question 'How do you assess the preventive programme?', the answer to the question 'labour inspector's support in implementation of preventive programme' was assessed by employers as 3.77 (on a scale of 1-4), which was the highest rating among all questions. Meeting respondent's expectations was rated as 3.53, usefulness of materials provided during training events in elimination of risks 3.49 and the impact of the programme on the improvement of safety at the company 3.55.

- **Learning from weaknesses and failures**

In 2013, it was decided to limit the number of participants in training events and thus to decrease the number of training events. The idea to provide training primarily to employers determined to participate in the preventive programme and to implement it in their companies reduces the number of entities involved but increases the amount of support that can be given to them in the programme. As a result, more trained employers succeed in obtaining the NLI's Diploma.

The NLI focuses on training and supporting employers willing to improve compliance and safety at their companies, thus saving time and providing assistance to laureates of previous editions of the programme. The NLI provides them with materials concerning labour protection and offers refresher training in the years after obtaining the diploma in order to also maintain the compliance in companies in the years to come.

- **The future of the good example**

The NLI diploma programme will be continued. There are plans to develop training materials for new high-risk sectors in which a high number of accidents at work is registered.

- **Conclusions**

'Obtain the NLI's Diploma' is a programme used to support micro entrepreneurs in organising their knowledge on the labour law and ensuring safe working conditions, increase interest in OSH and encourage recovery process in micro companies, which can be seen as forerunners and good examples

for others at the same time, as they get positive exposure of the company. In micro entrepreneurs' opinion, companies show an interest in the programme because:

- Participating may be considered good for the image of the company, both internally towards employees and externally towards clients.
- Participation is free of charge and the company is provided with supporting material.
- The company is in control of the process, deciding themselves what is a problem and what is not. An external advisor is only involved in the process (apart from the audit) if the companies ask for assistance.
- The supporting materials for training and the checklists are easy to use. This enables taking concrete actions, which are often considered as justified and not too expensive.
- The dissemination of the programme has been effective in reaching out to micro companies who are often difficult to reach out to, resulting in about 500 diplomas annually during the last five years. Still, the number of micro companies reached is only a small fraction of all Polish micro companies.

- **Transferability of the results**

In Poland, the programme 'Obtain the NLI's Diploma' is organised by the NLI, which, apart from the prevailing inspection and surveillance activity, is also involved in initiatives aimed at prevention. The programme can be applied in other countries as well as in selected sectors. However, it needs to be adapted to the national context.

- **References, key literature, web pages and so on**

The website of the 'Obtain the NLI's Diploma' programme http://www.programyprewencyjne.pl/dyplom-pip/.

A checklist: http://www.programyprewencyjne.pl/wp-content/uploads/2015/12/lista-2015-lipiec.pdf

Report on the NLI's activity in 2014 (Summary) https://www.pip.gov.pl/en/f/v/143364/NLI%20Poland%20Report%20for%20ILO%202014%20summary.pdf

Information from representatives of the Prevention and Promotion Department at the Chief Labour Inspectorate, NLI, Poland, https://www.pip.gov.pl/en

Good example 8. - Best Workplace Practices Award for interest in OSH and for providing solutions to specific problems - Estonia

Marina Järvis and Charles Woolfson, the Tallinn School of Economics and Business Administration, Tallinn University of Technology (TTU).

In collaboration with Rein Reisberg and Kristel Plangi, Labour Inspectorate, Estonia.

Background

The collection of the best workplace practices in OSH was initiated in 2009 by the Labour Inspectorate. Best experiences and best practices are collected from different sectors (private and public) in order to solve specific problems in the field of OSH, in order to ensure OSH management and employees' well-being. Generally, these best workplace practices go beyond the basic requirements of the OSH regulations and include some innovative solutions to safety and health. The main aim of the programme is to disseminate best practices in the field of health and safety and to exchange across different sectors and sizes of establishments. The collection of the best practices has a broader scope and wider applicability for improving working conditions across all sectors.

The Labour Inspectorate is responsible for the collection of 'Best Workplace Practices' and for giving the award. The first tranche amounted to 26 good practices. After this initial round, the programme was funded by the European Social Fund: during 2010-2015 within the project 'Reducing work-related health risks and improving the quality of workplace relations, 2010-2014', and since 2016 within the project 'Retaining work capacity and sustainable development of the working environment, 2016-2020'.

In total, it is estimated that the accumulated annual budget for the programme is about EUR 10,000. The exact cost is divided between different activities: revision of reported good workplace practices, preparation and publication of the best workplace practices (both online and on paper), and rewarding the best workplace practices during the Occupational Health Day, which is held annually in October.

Target groups

The collection of the best workplace practices in OSH has been developed to suit all companies from different sectors. Sectors for which a best workplace practice is already available and included in the collection are shown in Table 8.1. This demonstrates which sector the businesses belong to and the educational level in the sector.

Since the industry of Estonia is almost entirely dominated by MSEs, the majority of the participants in the contest are MSEs from different branches of industry (manufacturing, wholesale and retail trade, transport and storage, agriculture, construction, public services and so on). All companies may use information about good workplace practices that is available on the Labour Inspectorate website and are free to implement them in their companies.

Table 8.1. An overview of the sectors for which collection of best workplace practices have been developed and published

Level of education Business	Low (no) demands for education	Vocational training	Higher education	Complex (varying educational demands on employees in the business)
Agriculture, forestry, fishing				Farming
Manufacturing		Metal industry Frame assembly workers Production of transformers, inductive components and power supply units. Car repair shop Wood industry, production of wooden houses Printing industry Plastics industry Sewing		Water treatment plants Mayonnaise manufacturing/production
Construction		Welding		Construction work (e.g. transport)
Wholesale and retail trade; repair of motor vehicles and motorcycles		Wholesale and retail trade		
Transportation and storage		Warehouse Storage and transport Professional driver		Delivery services (e.g. transport)
Accommodation and food service		Institutional kitchen Bakery		
Administrative and support service activities (incl. cleaning**)**	Cleaning			Office
Education			Kindergarten Secondary school College Vocational Training Centre	
Human health and social work activities		Laundry services	Ambulances Dental care Medical healthcare	Healthcare (home nursing care, physiotherapy, elderly care homes)

Level of education Business	Low (no) demands for education	Vocational training	Higher education	Complex (varying educational demands on employees in the business)
			Medical treatment and care centre	
Arts, entertainment and recreation				
Other services activities				

The collection of best workplace practices is available for sectors with different educational levels of the staff (see Table 8.1). Most of the companies who presented their best workplace practices have employees with vocational training (for workers in manufacturing, transport and warehouses, farm workers, tailors, shop assistants and saleswomen and so on), appropriately oriented education (e.g. at university level, for instance at the IT companies, secondary school and so on), or no vocational training (e.g. common for workers in farming and cleaning companies).

Most of the sectors work on the B2B market with other companies as clients. Demands from the clients may concern OSH issues. In some MSEs, clients from large companies (e.g. in construction, when working on the same site) and/or corporate/owner companies may affect OSH management, although we could not discern a clear pattern of influence here as we did between different companies and different sectors.

Some of the sectors work on the premises of their clients, for example home-help service, cleaning companies and construction. When working in others' premises, the decision latitude regarding OSH is reduced as someone else decides about the premises and the conditions during which the work is carried out. In some sectors such as construction, the worksite is continuously changing and it affects working conditions. Most of the other sectors in Table 8.1, however, work in their own premises and have stationary workplaces.

In some sectors (the hotel, restaurant and catering (Horeca), and transport and storage sectors), there are vulnerabilities that need to be considered. Transportation and logistics sector is extremely economically vulnerable as a result of its small scale in terms of individual enterprises with relatively high capital costs (vehicle purchase and maintenance) and the capacity for long-term planning is restricted on account of unpredictable wider socio-political circumstances and market conditions (e.g. the EU boycott of Russia). The level of business vulnerability of the Horeca sector is also high considering the intense competition, dependency on political factors (particular with regard to access to the Russian market) and economic conditions in general.

Best experiences and best practices are collected from different establishments that have presented examples of best workplace practice and innovative solutions in order to improving working conditions and OSH management. The current self-selection approach reaches those MSEs that are interested and have already started improving their working conditions and OSH management. At the same time, because of the voluntary approach towards collecting good examples, those MSEs that are not interested in OSH management or who have not started improving OSH conditions are not reached, because they are not interested in acquiring relevant OSH information. Based on data from the Labour Inspectorate, there are several target groups that might not be reached, for instance: car repair shops and MSEs from the Horeca sector and the agricultural sector.

Since information is available mainly in Estonian language and only partly has been translated into Russian, it can be assumed that Russian-speaking MSEs could be a significant target group that is not reached completely.

- **Description of the good example**

The Labour Inspectorate collects best workplace practices in OSH that solve specific problems in the field of OSH and organises a contest among participants. The main aim of the programme is to disseminate best practices in the field of health and safety and to exchange information across different sectors and all sizes of establishments, as well as to change attitudes towards OSH. The collection of the best practices has a broader scope and wider applicability in improving working conditions across all sectors.

Topics reflected in the best workplace practices are as follows: ergonomics; good practices in OSH management systems; innovative solutions to safety and health risks in different sectors (construction, healthcare, manufacturing and so on) to improve working conditions and reduce health and safety risks. The programme enhances safety culture and OSH management, workplace health promotion, workers' involvement in health and safety activities, as well as their well-being and OSH management without any demands from the Labour Inspectorate. The good example provides an opportunity for the employer to raise working environment competence and OSH awareness, to start dealing with OSH management or to improve the existing OSH management system, as well as to learn from others and to find innovative and effective solutions for certain OSH problems in the working environment.

All best practices are published (online and on paper on a yearly basis since 2010) by the Labour Inspectorate and are available for all employers and employees. The publication of the best workplace practices are available on paper as well as online (on web portal *Tööelu*: http://tooelu.ee/et/Tooinspektsiooni-parimad-praktikad and on Labour Inspectorate website: http://ti.ee/est/organisatsioon-kontaktid/toeoeinspektsioon/toeoekeskkonna-parimad-praktikad/. These have been selected on the basis of relevant OSH topics where interventions have been made: ergonomics, PPE, OSH training and learning, risk assessment and OSH management, the manual handling, workplace stress management, health surveillance and first aid, health promotion, workers' motivation and representation tools.

The Labour Inspectorate collects best workplace practices and organises the contest among all companies who declared their best workplace practices each year during the period from January until the end of September. The participation in the programme is voluntary. There is no limit on the number of participants in the contest.

There are several criteria that have been developed by the Labour Inspectorate (described below) in order to evaluate the best workplace practice. Only those best workplace practices that meet all criteria are accepted, analysed and published.

The criteria for inclusion of best practice are as follows:

1. *Essential* — there is a problem to be solved.
2. *Target groups* — problem solving is useful to a specific target group.
3. *Innovative/inventive* — to solve the problem there has been proposed an innovative solution or approach from a different angle that is creative and inventive.
4. *Applied/transferred* — good practice is an example to other employers, and it can be implemented/transferred to other establishments without unreasonable costs.
5. *Effective* — introduced solution for the problem is effective and it is possible to prove this by some measurements or other indicators.

Additional criteria, which are not required, but are, however, an advantage in the competition, are the following:

6. *The educational/outreach* — the implementation of the best workplace practice will increase employees' awareness of OSH.
7. *Convenient for user* — it simplifies and facilitates the work, and it is convenient for the user.

The information about the contest has been disseminated through several parallel channels. All social partners and stakeholders are involved in dissemination information about the contest by promoting the programme on their website and during sector-specific activities (workshops, training courses, conference and seminars). The information about the contest is distributed through different information

channels such as the Labour Inspectorate website, web portal *Tööelu,* relevant OSH magazines and newsletters, social media and OSH conferences. After 30 September, the jury — consisting of OSH experts and advisors — selects the best three workplace practices to receive awards during the annual national Occupational Health Day, organised in October by the Ministry of Social Affairs and the Labour Inspectorate.

The content of the good example includes good workplace practices, solutions and tips for improvement of OSH management and health promotion. An important issue addressed is an MSD-prevention-focused approach and programme, and a motivational programme for the use of PPE and procedures for reporting and investigation of occupational accidents, incidents and near misses.

The exact allocation of funds (around EUR 10,000) for this initiative is divided between different activities. For example, around EUR 8,000 for revision of reported good workplace practices, preparation and publication of the best workplace practices (both online and on paper), advertising and posting the best workplace practices in media (social media, on the websites of social partners, informative letter and so on); translating into Russian language for the Labour Inspectorate home page and *Tööelu* web portal as well as rewarding the best workplace practices during the Occupational Health Day, which is held annually in October. In recent years, there has been a so-called prize fund of up to EUR 1,500 — the three best workplace practices will receive up to EUR 500 each.

Some examples of best workplace practices:

- 5S system: ‘sort’, ‘set in order’, ‘shine’, ‘standardise’, and ‘sustain’ implementation in the electronics company. The system organises a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order and its integration with general OSH management system.
- OSH training for partners and visitors who may move around in the storage company. Safety films and manual with rules were produced as well as visitors’ card with basic OSH information for reminding.
- The installation of two boxes of the packing line for the stacking machines in order to reduce the manual handling in the baker (Figure 8.1).

- **Results and evidence of impact**

There is no scientific or systematic evaluation of this programme. However, the general evaluation is based on positive anecdotal feedback from employers and safety managers and worker safety representatives. They have reported that they gained new and valuable OSH knowledge, relevant and practical solutions for specific OSH problems. In addition, the collection of the best workplace practices in OSH, called ‘Best Workplace Practices Award’, received positive feedback during workshops (WP3).

The interest in published materials of workplace best practices is continuously increasing among companies from all sectors. However, it has been observed that mostly the same companies have been participating in the contest. In addition, only a limited number of micro enterprises have participated in the programme.

Between 2009 and 2016, 269 best workplace practices were collected and published. Since 2010, information about the best workplace practices is available on the website of the Labour Inspectorate.

‘Best workplace practices 2010-2015’ were also published in paper form in 2015: Labour Inspectorate (2015) ‘*Tööinspektisooni parimate praktikate kogumik’*, PrintHouse, ISBN 978-9949-552-80-1, 258 pages (in Estonian). The book ‘Best workplace practices’ was printed in 250 copies, all of which have been distributed free of charge to different companies by the Labour Inspectorate. The book has now been made available online.

In best practices, it is clearly seen that the employees are also involved in the awareness-raising process and health and safety activities, because the majority of the selected best workplace practices were proposed by the employees and were supported and implemented into the practice by employers.

In the interviews conducted during the case studies with MSEs in the SESAME project (WP2), the programme was mentioned several times and received positive feedback, in particular from employers.

The key success factors that make establishments participate in the programme are:

- Criteria for the participation have been developed together with social partners and experts in OSH that gives legitimacy to it among participants. In addition, labour inspectors, during their surveillance and control, suggest/determine employers who should participate in the contest if they see a valuable, innovative and/or creative solution to some OSH problem.
- It is quite easy to fill in the template of participation in the contest. Necessary support is provided for description of the best workplace practices by the specialists at the Labour Inspectorate.
- The participation in the contest positively affects all companies (and their image) that are participating in the contest and providing good workplace practices for the competition. In addition, this contest allows the exchange of safety knowledge and learning from others.
- Simplicity and no charge to download and use the materials (best workplace practices).
- Good accessibility of the relevant OSH materials/best workplace practices.
- Collected best workplace practices are practically oriented, and often are focused on innovative solutions for specific OSH problems.
- Described best workplace practices (which also include different activities and interventions) are appropriate, reliable and easy to use.

- **Learning from weaknesses and failures**

There is a need to increase the attractiveness and popularity of the good example among Estonian employers in order to both increase participation in the contest and increase the interest in and dissemination of the good examples. At the same time, not all employers are aware of this programme and do not see the possible benefits of participation in the contest. Therefore, the Labour Inspectorate works hard to provide as much information as possible about the programme and to develop it together with social partners. However, the social partners are not very active in this sphere and their greater involvement — particularly in widespread dissemination of information about the contest — would be desirable and appreciated.

At present, the majority of the establishments are dealing with general risk management and they do not have much awareness and resources to deal with interventions, and to develop best workplace practices that go beyond the basic requirements of the OSH regulations. In addition, there is little motivation for employers to participate in the contest and there is reluctance to share good workplace practices in Estonian establishments. However, much depends on the safety manager in the establishment — what kind of good workplace practices are recognised as cost-effective, appropriate, innovative and effective. In the absence of a national system of safety education for safety managers, the possibility to accumulate and share best practice between current and future safety managers is limited. Here, there may be scope at a policy level for greater educational intervention in the professional training of safety managers, so as to allow innovative practices to be disseminated more widely and effectively. At the moment, no means exist to gather and share this knowledge and experience in a systematic manner.

The degree of participation decreases with company size. One possible explanation for this is the limited resources and interest in the field of OSH among micro enterprises. The Labour Inspectorate is considering simplifying the procedure for participation and reporting of good examples in OSH.

It has been discussed how to make the programme more attractive for employers, for example, by featuring the value of the award and by positive exposure in media, especially during the annual Occupational Health Day.

In addition, the contest criteria for participants have been discussed. Until now, the ‘good workplace practice’ required an innovative solution for a certain OSH problem, generally beyond OSH regulations. The majority of the Estonian establishments are trying to fulfil the basic OSH requirements and they do not have resources for more activities in the field of OSH, thus to introduce new and innovative solutions to OSH problems and to participate in the contest.

One more challenge is employers' confusion with the Europe-wide EU-OSHA good practice contest 'The Healthy Workplaces Good Practice Awards' (https://osha.europa.eu/en/tools-and-publications/publications/healthy-workplaces-good-practice-awards-2016-2017/view), which is organised every two years, in particular in deciding what information is required for which contest and so on. It means that every two years there are two contests competing with each other, both related to good workplace practices in Estonia. In addition, all good workplace practices are collected by the Labour Inspectorate and EU-OSHA good workplace practices are collected by the focal point, which is also the Labour Inspectorate in Estonia.

However, it is important to emphasise that the Estonian programme of collection of 'Best workplace practice' awards is better known in Estonia and that therefore the number of participants is higher.

The level of business vulnerability of the Horeca, transportation and logistics sectors is high considering the high competition, dependency on political factors (particular with Russia) and economics, as well as fluctuating levels of tourism development in Estonia (with a sharp downturn in the number of visitors from Russia). In general, companies in this sector are MSEs with limited financial resilience, who have to compete in a crowded market for contracts and exist in a relation of wider dependency on clients who can choose from an array of similar companies or establishments for the services they require. (In addition, such companies are least well-placed to deal with the economic impacts of wider shifts in trade patterns, for example occasioned by the growing political hostility between the Baltic states, and Estonia in particular, and Russia since the Russian intervention in Crimea. This has occasioned sanctions and counter-sanctions between previous trading partners, at some detriment to the Baltic economies).

This is one possible explanation for the weak participation in the contest for the Best Workplace Practices Award in those sectors.

- **The future of the good example**

The programme of collection of the 'Best Workplace Practice' examples and making the award will continue to be done by the Labour Inspectorate until 2020.

The Labour Inspectorate is planning to make a video of the three best workplace practices next year, in order to disseminate them more in multimedia formats, in cooperation with sector-specific publications (for instance, with specific magazines in the construction sector and so on).

There will be a specific sector-based approach from 2017 that aims to provide more information about existing best workplace practices and new ones to exchange relevant knowledge and disseminate this information across specific sectors.

- **Conclusions**

The current good example, the collection of examples that will form entries for the Best Workplace Practices Award in order to solve specific problems in the field of OSH, may be useful and valuable for many companies from different sectors. The interest in published materials of workplace best practices is continuously increasing among employers and employees.

The good example, presented in the report, includes best experience and best practices that were collected from different sectors (private and public) in order to solve specific problems in the field of OSH. Generally, these best workplace practices go beyond the basic requirements from the OSH regulation and includes some cheap and innovative solutions for ensuring health and safety, recommendations for sector-specific risk management and preventive measures as well as interventions at the workplace.

The current national programme 'Collection of Best Workplace Practices' award is a sustainable example of a good example on account of a combination of several factors:

- positive image of the participants as an incentive to participate in the contest;
- low costs for the Labour Inspectorate and no cost for participants;
- wide exposure of participants and winners in multimedia and social networks;

- good accessibility of the relevant and practically oriented OSH materials/good workplace practices, often focused on innovative solution for specific OSH problem;
- an impact on all sectors and establishments from all sizes, particular on MSEs;
- the potential applicability of best workplace practices, which are innovative and sometimes, simple. Establishments continue to seek new, simple and cheap solutions for ensuring health and safety as well as well-being at the workplace.

An essential factor in why the programme is working is the selected criteria for the best workplace practices that have been developed together with social partners and experts in OSH, which gives the competition legitimacy among participants. In addition, labour inspectors, during their surveillance and control, suggest/determine employers who could participate in the contest if they see a valuable, cheap and simple, innovative and/or creative solution to some OSH problem.

The good example provides tools, resources and best practice examples that can potentially drive step-change improvement in working conditions.

- **Transferability of the results**

The current good example can be easily transferred and used by other countries, in terms of what motivates establishments to exchange existing OSH knowledge, to share their good practices in the field of OSH as well as to learn from other establishments.

- **References, key literature, web pages and so on**

Best practices on the Labour Inspectorate website: http://www.ti.ee/est/meedia-truekised-statistika/toeoekeskkonna-parimad-praktikad/milline-on-parim-praktika/

Web portal *Tööelu:* http://tooelu.ee/et/Tooinspektsiooni-parimad-praktikad

Labour Inspectorate (2015): Tööinspektisooni parimate praktikate kogumik, *PrintHouse,* ISBN 978-9949-552-80-1, pp 258 (in Estonian).

The winners of the contest: http://www.ti.ee/est/meedia-truekised-statistika/toeoekeskkonna-parimad-praktikad/parimate-praktikate-konkursil-tunnustatud-naeited/

Interview with Kristel Plangi, EU-OSHA focal point in Estonia (9 January 2016).

Discussion at the Ministry of Social Affairs, Health Board and Labour Inspectorate, 18 May 2016.

Interviews with Kristel Plangi and Kristel Abel, representatives from Labour Inspectorate who are responsible for collection of best practices, 10 May 2016.

Interviews with employers and employees of MSEs of SESAME Project, 19 November 2015-30 June 2016.

National dialogue workshops with social partners (SESAME project, WP3) on manufacturing — 22 October 2016, construction — 18 November 2016, and Horeca — 22 November 2016.

▪ Good example 9. Health Calendar ('Tervisekalender') to help employers develop healthy lifestyles and a positive safety culture, as well as to ensure employees' well-being at work - Estonia

Marina Järvis and Charles Woolfson, the Tallinn School of Economics and Business Administration, Tallinn University of Technology (TTU).

In collaboration with Külli Luuk, the National Institute for Health Development, Estonia

▪ Background

The 'Health Calendar' was initiated by the National Institute for Health Development (originally the idea came from Canada) and started in 2016. The programme is developed and implemented by the National Institute for Health Development in cooperation with the Health Councils of County Governments and health representatives of towns and communities. The Health Calendar is a comprehensive set of strategies and provides guidelines in order to provide support within the work environment to help employers and employees improve their health and well-being.

The aim of the programme is to help employers to develop healthy lifestyle, safety culture, good safe working conditions and maintain employee's well-being at work. The programme is funded by the National Institute for Health Development.

▪ Target group

The Health Calendar has been developed to suit all Estonian companies from different sectors (all enterprises and institutions; private and public sector).

▪ Description of the good example

It is a new programme that has gained popularity quickly and is addressed to all sectors. It actively encourages the companies to participate with the activities that are the most suitable for them. In addition, the Estonian government has approved the abatement in tax payment for the amounts spent in sport activities by companies from 2017.

The aim of the Health Calendar is to increase awareness of the need for a comprehensive approach to workplace health in Estonian companies, which is influenced by the four elements of a healthy workplace: healthy lifestyles, workplace safety culture and physical and psychological well-being of employees, physical environment (occupational hazards), and corporate social responsibility.

Health Calendar presents different materials (guidelines, factsheets, posters) of various workplace-related health issues (for instance, work-related stress, prevention of injuries) for nine months. The main focus of the Health Calendar is on physical and psychological well-being of the employees.

The National Institute for Health Development offers a public and free for all users platform that facilitates the planning of the OSH issues. Each month, relevant materials and information about workplace health risks and preventive measures are provided. It means that each month has a theme about a certain health issue (e.g. prevention of MSDs, physiological and psychological risk factors and so on), which has been planned in cooperation with other parties, and has been brought to the attention of organisations. Information can be on the notification and training of employers and employees about the theme related to the OSH and workplace well-being; best practices and/or promoting healthy activities through active workshops, guidelines, factsheets, articles and interviews with companies that have already implemented best practices and so on. In addition, the content of the programme includes good workplace practices, recommendations for improvement of the OSH management, workplace health promotion and healthy lifestyle. Health calendar provides sensible tips and relevant materials to inspire healthy lifestyle choices at work.

Organisations decide themselves on the scope and activities and how they will commit themselves to the health theme announced for the month. This may be a more comprehensive outreach to workers, the active participation in different activities, new skills, sharing experiences of good health or other supportive activities and good practices.

Examples of the OSH themes:

- January 2016 — prevention of injuries, focus on slippery surfaces and prevention;
- February 2016 — prevention of (occupational) cancer;
- January 2016— prevention of physiological hazards;
- March 2016 — prevention of addictions: cannabis;
- April 2016 — importance of movement during the working day; May 2016 — tobacco and smoking at the workplace;
- June 2016 — the need for rest, an active vacation (fatigue and work-related stress impacts on health and safety in the workplace), health and recovery from work;
- September 2016 — healthy eating habits; October 2016 — prevention of work-related psychosocial risks (stress management).

All materials are published on the web page of the National Institute of Health Development and are available for all employers and employees.

The information of the Health Calendar has been disseminated through several parallel channels, such as the web portal *Tööelu,* newsletters, social media and OSH conferences.

- **Results and evidence of impact**

It is a new programme and the number of users of the Health Calendar is continuously growing. In 2016, the number of members was 254 companies, of which 168 were MSEs. There are no exact data available on how many of these companies actually implemented suggested actions and what the outcomes and results were. The National Institute of Health Development is planning to conduct a survey in spring 2017, in order to evaluate the effectiveness of the programme.

Positive feedback from employers was received by the National Institute for Health Development and Health Promotion Network about relevant and interesting topics in the field of OSH and workplace well-being. The regular notifications, reminders, good practices and relevant information about different topics in the field of OSH encourage the employers (also in MSEs) to pay attention to these issues and help them to take relevant steps in order to ensure health and safety in the organisations. According to data from the National Institute for Health Development, many companies have reported their OSH activities based on selected topics in the field of OSH and advice, such as additional courses, lecturers, exhibitions, motion and sport events as well as health measurements.

The key success factors that make establishments participate in the programme are:

- The programme should be simple in use and there should be no charge to download and use the materials. Availability of materials enables the companies to plan their activities in advance. In addition, answers to the questions about the selected topic, materials and activities as well as relevant advice can be quickly provided by a specialist from the National Institute for Health Development.
- Relevant materials, good OSH practices and information (about OSH management and workplace health promotion) that were developed by the OSH experts from the National Institute for Health Development should be easily accessible.
- Appropriate and reliable activities that can be implemented in order to create healthy workplaces should be included.
- Each organisation can choose the extent of involvement and activities conducted in the organisation based on proposed topic of the health calendar.
- The programme offers a platform that facilitates the planning and handling of health and safety issues. This platform is public and free for all to use. The Estonian companies that are involved in the programme ‘Health Calendar’ are trying to integrate ergonomics principles, workplace

health protection and promotion into the OSH programmes in their organisations in order to improve safety and health at work.

- **Learning from weaknesses and failures**

The National Institute for Health Development is still analysing the first feedback and results from the programme. At present, no weaknesses and failures of the programme were diagnosed. However, there is a need for providing more information about the 'Health Calendar' to employers in cooperation with social partners in order to increase their awareness.

One weakness of the current good example is the lack of the systematic and comprehensive feedback from the users of health calendar. The National Institute for Health Development is currently working on development of an evaluation and assessment form for participants in the programme. The first evaluation e-survey will be conducted in spring 2017 in order to evaluate the effect and impact of the programme among Health Calendar users and possible suggestions for further development of the Health Calendar. It is expected that this survey will provide more information about possible impact of the Health Calendar programme to OSH, help to develop the programme according to the evaluation, needs, plans and interest of the companies as well as identify the target-group(s) that might not be covered so far.

- **The future of the good example**

The Health Calendar programme will continue to change each year. The National Institute for Health Development is planning to develop sector-specific Health Calendars with a special focus on certain target groups and topics, such as health and safety, healthy lifestyles, corporate social responsibility and so on in order to address a complex and broad context of working environment. In addition, it is planned to carry out a questionnaire to achieve feedback, impact and effect on OSH management and workers' well-being in April 2017.

- **Conclusions**

The current national programme 'Health Calendar' is a good example on account of a combination of several factors:

- The programme is simple in use and participation in it is voluntary.
- There is the possibility to receive good and relevant advice by a specialist from the National Institute for Health Development.
- There are low costs for organisers.
- There is no charge to download and use the materials internally for participants and user of Health Calendar.
- It has a positive impact on the image of the participants, as a result of OSH networking development.
- Health Calendar provides tools, resources and best practice examples, which can drive step-change improvements and creation of health workplace within organisations.
- All suggested tips, recommendations and resources are appropriate, reliable, up to date and reviewed by experts in the field of OSH; shared good practices come from credible organisations.
- Employees are involved; Health Calendar gave workplaces more resources (knowledge, time to plan), promote and execute programmes and activities for their employees.
- There is a wide exposure in multimedia and social networks.

- **Transferability of the results**

The current good example can be easily transferred and used by other countries, as an example of a programme that helps and motivates employers to assess health risks and to deal with health and safety issues in the workplace.

- **References, key literature, web pages and so on**

Health Calendar: http://www.ti.ee/est/meedia-truekised-statistika/toeoekeskkonna-parimad-praktikad/milline-on-parim-praktika/ http://www.terviseinfo.ee/et/tervise-edendamine/tookohal/tervisekalender

Discussion at the Ministry of Social Affairs (Eva Põldis. Seili Suder) with representatives from the National Institute for Health Development (Külli Luuk), Health Board (Liina Saar) and Labour Inspectorate (Kristel Plangi) (meeting, 18 May 2016)

Interview with Kristel Plangi, EU-OSHA focal point in Estonia.

Interview with Külli Luuk (National Institute for Health Development), who is responsible for the national programme 'Health Calendar' (19 May 2016, 25 October 2016).

Interviews with employers and employees of MSEs of SESAME Project, 19 November 2015-30 June 2016).

▪ Good example 10. 'Safety and Health in SMEs' — a campaign that aims to increase OSH awareness and initiate OSH improvements - Romania

Raluca Stepa and Iuliana Scarlat, the Romanian National Research and Development Institute of Occupational Safety (INCDPM).

▪ Background

Because of their limited resources, MSEs have problems in getting OSH information on applicable legislation and in identifying appropriate measures for OSH management. The Labour Inspection and inspectorates organised a series of campaigns that provided a collaborative atmosphere in which MSEs could learn from each other and from the authorities how to identify and solve their OSH problems.

Between 2007 and 2012, the Labour Inspection coordinated the organisation of a series of campaigns in order to assess OSH compliance and promote improvements in SMEs, including MSEs. The campaigns have been implemented by territorial labour inspectorates all over Romania according to the priorities they set for SMEs.

The activities of the campaigns were included in the action plans of the Labour Inspection and inspectorates and were funded by their annual budgets approved by the Romanian Labour Ministry. No additional funds were used. The costs of the campaign (not communicated) were low, since the inspectors participated in the campaign as part of their regular duties and used the inspectorates' facilities.

▪ Target group

The target group consisted of SMEs in the entirety of Romania regardless of their size, sector of activity, type of clients and internal organisation. It has been foreseen that the number of participating SMEs will be between 10,000 and 15,000 in total).

The number of enterprises included in the campaigns target group varied from year to year, according to the labour inspection database for SMEs. In the year the campaigns ended, the number of participating SMEs was slightly over 21,000. The proportion of MSEs was not always registered but, as they form a large share at national level, it can be assumed that this proportion was reflected in the target group (in 2009, available data show they were over 67 %).

▪ Description of the good example

The example included a set of campaigns aimed at increasing awareness and providing SMEs with information to help them improve legal compliance and their performance regarding OSH. The campaigns were co-organised by the central Labour Inspection and the territorial inspectorates.

The series of campaigns included:

- information days for local SMEs/MSEs;
- visits to selected SMEs/MSEs with good OSH results, given as example to other enterprises;
- visits to SMEs/MSEs done by inspectors as an alternative to the usual controls.

The visits of the inspectors during the campaigns were meant to:

- have a more systematic control of OSH conditions and management in MSEs/SMEs based on the problems with high recurrence identified during regular inspections;
- have more open and collaborative controls, that were seen as visits rather than as inspections;
- advice on measures and agree with the enterprises on deadlines to implement them;

- have follow-up visits to check that the measures were put into practice;
- inform enterprises on legislation and good practice examples.

Compared with regular inspections, such visits would enhance the role of OSH authorities in supporting enterprises, especially the smaller ones, in understanding applicable legislation and identifying measures. Being informed on the collaborative nature of the visits, which were not aimed at imposing sanctions or fees, made owner-managers and their employees more open to showing and discussing their problems.

Special attention was paid to the assessment of risks in the SMEs. Enterprises were checked to see if risk assessment including risk management measures was done, how it was done and if the workers participated in it.

Information days on OSH legislation and good practice examples were also organised, gathering local SMEs/MSEs. The topics included general OSH legislation, regulations regarding specific risks, PPE and examples of good practice. Most of the participants were owner-managers, but OSH specialists were also present as well as some representatives of the social partners: trade unions and employers' associations. Participation was voluntary and free. The sessions were organised on the territorial inspectorates' premises.

Several MSEs/SMEs, considered as good examples for their OSH activities, were invited to share their experience during information visits in which other local MSEs/SMEs were invited to participate.

The target group that has been reached included MSEs from all the regions of Romania, active in various sectors (construction, manufacturing, services and so on), totalling over 20,000 SMEs, including MSEs. The target group members were invited to participate by the local labour inspectors and their participation was voluntary. There were no costs for the campaign born by the enterprises participating in it. The series of campaigns included each year 5-10 counties all over Romania.

The campaign was disseminated through the regular channels of the Labour Inspection and Territorial Labour Inspectorates, by contacting directly the companies by telephone and in writing and inviting them to participate in the campaigns. The activities of the campaigns were also presented by the local radio and local TV.

- **Results and evidence of impact**

The campaign reached all regions of the country as well as a number of over 20,000 SMEs of different sizes, including many MSEs. The number of workers, employed by the enterprises evolved in the campaign series, was 729,236.

The measures proposed depended on the situation found at each enterprise and focused mainly on actions needed for legal compliance, since this is the basis for OSH, but also on proposals to improve technical and managerial performance regarding OSH, by providing examples implemented in other MES/SMEs.

The special attention paid to the risk assessment during the campaigns paid off and in 2012 about 93 % of the visited SMEs had evaluated their risks.

The follow-up visits showed that the large majority of measures were put into practice as agreed. This is the main indicator or achievement of the campaign. The long-term impact of the campaign was not evaluated due to the difficulty to follow systematically each company for longer periods.

There were several key success factors:

- The campaign promoted a friendly and supportive relationship between participants (SMEs/MSEs) and organisers (authorities); the fact that the 'classic' inspections were announced and carried out as visits, with proposed measures and advice instead of sanctions, made participants more likely to take part.
- The participation in campaigns was free and related formalities were kept to a minimum.

- The campaigns took place on the premises of the enterprises (for visits) or in their area (for information days), eliminating the need for them to travel or to interrupt activities for many hours; this also enhanced the specificity of the measures proposed while visiting the workplaces that needed improvement of OSH.
- The visits of the inspectors were more focused on support than the usual controls;
- The visits addressed real problems of each of the participating MSEs such as risk assessment and control, workers involvement in it and so on.
- The visits provided immediate (on the spot) advice from inspectors, for MSEs to establish measures for compliance and improvement of OSH conditions and management.
- The follow-up visits were drivers for the enterprises to implement the actions planned;
- The visits were organised by the authorities (Labour Inspection and inspectorates), which made the participants more confident in the appropriateness of the measures recommended.
- Direct contact between authorities and enterprises helped strengthening their relations and showed the inspection's willingness to help and not only to control.

During the campaign, the database on SMEs of the Labour Inspection collected more data on the enterprises: size, the status of risk assessment, the use of internal/external OSH services and so on.

- **Learning from weaknesses and failures**

The fact that the series of campaigns was spread across several years was positive. However, this was perhaps also determined by the limited funds that could be made available from the annual budgets. Each year only a limited number of regions could be covered and the rest would be scheduled for the next years. Larger funds or an additional source of financing the campaigns could have allowed repeating the campaign to consolidate results.

Even if a considerable number of enterprises attended, it is possible that setting a more precise target for the number of participants and planning how to reach them all could have raised the participation.

- **The future of the good example**

The series of campaigns as such was not continued after 2012, but the experience was used in the following campaigns in the years to come. The database for SMEs will continue to be administrated and populated with data gathered by inspectorates and centralised by the Labour Inspection.

- **Conclusions**

The campaign helped the participating enterprises to get practical information on what measures they may take to improve compliance and OSH performance. The measures proposed were probably not exhaustive, but they encouraged SMEs to act in solving their problems before being sanctioned. The campaign also showed the importance of planning the implementation of the measures and for deadlines to be checked by the persons in charge. This is also important because the experience of inspectors is that some of the measures officially set by them in the usual inspections are not put into practice as agreed in the control documents, which leads to sanctions.

This series of campaigns was specially directed towards small enterprises (MSEs and SMEs) and their OSH conditions and OSH management. Such campaigns are quite rare in Romania because OSH in MSEs/SMEs or large companies is not prioritised, neither in research projects nor in other kinds of projects and programmes. The Labour Inspection tried to compensate lack of OSH information and support to SMEs by organising the series of campaigns with the budget available. The communication channels the Inspection has, as well as knowing (most) of the problems that the visited enterprises generally have, helped in making this intervention work.

The fact that the campaign was organised by the Inspection (central and territorial) was surely a motivation for the enterprises to participate, since they trusted the organiser to provide relevant and correct information and guidance.

- **Transferability of the results**

Campaigns are a common way of informing and raising awareness. This campaign had as a distinctive factor the collaboration between inspectors and MSEs/SMEs in view of OSH improvement, not just inspections leading to sanctions. Even if such an approach cannot entirely substitute the enforcement actions, the idea could be replicated in other campaigns in various ways. The involvement of authorities seems to be beneficial, so this could be a characteristic to be kept in future collaborations. Centralising data on MSEs/SMEs, such as data collected during the campaign for the database of the Labour Inspection, is also a good idea that would provide a better picture of the multitude of such enterprises, especially if the data gathered are sufficient and relevant.

- **References, key literature, web pages and so on**

Letter No 19253/RG/1399/DAS/2016 of the Romanian Labour Ministry addressed to the National Research Institute on OSH (INDCPM; available at INCDPM).

Labour Inspection Report 2012

https://www.inspectiamuncii.ro/documents/66402/187655/Raport+anual+2012/cc15ee6d-51c2-43e1-a083-1598d2986b24

Labour Inspection Report 2011

https://www.inspectiamuncii.ro/documents/66402/187655/Raport+anual+2011/27b3814d-bb3a-4466-9a16-f5c31047255f

Labour Inspection Report 2010

https://www.inspectiamuncii.ro/documents/66402/187655/Raport+anual+2010/af685c15-2d5d-4923-84b9-a964851db8fc

Labour Inspection Report 2009

https://www.inspectiamuncii.ro/documents/66402/187655/Raport+anual+2009/32cb4a40-80cc-41c2-a2cf-953489345981

Labour Inspection Report 2008

https://www.inspectiamuncii.ro/documents/66402/187655/Raport+anual+2008/4c881e19-aa5c-43c1-a365-371c0b70934c

Good example 11. Information and awareness campaign on changes entailed by the provisions of the EU Regulation on classification, labelling and packaging of chemicals - Romania

Raluca Stepa and Iuliana Scarlat, the Romanian National Research and Development Institute of Occupational Safety (INCDPM).

Background

In 2008, the EU legislation about classification, labelling and packaging of chemicals introduced a new system for classification and communication of information on hazards, including new hazard symbols (pictograms) for chemicals. Understanding this information is essential for enterprises in order to be able to develop safe working practices where chemicals are present. Especially for MSEs, it can be difficult to interpret the information given according to this legislation. While MSEs do not have the resources to solve this problem internally, the external OSH services are often unable to help either because they also lack chemical expertise.

In November and December 2012, the Romanian Labour Inspection organised a short campaign to inform enterprises — mainly SMEs — on the changes entailed by the provisions of the EU Regulation 1272/2008 on classification, labelling and packaging of substances and mixtures — the so-called CLP Regulation.

The campaign took place in different regions of Romania and was funded from the budget of the Labour Inspection approved by the Ministry of Labour. The campaign budget was not communicated to the interviewer, but costs may be estimated as low, since the inspectors performed all activities as part of their regular duties according to the annual action plan. The territorial inspectorates hosted the sessions in their own premises and only some travelling expenses were needed.

There campaign included two kinds of activities:

- a series of seminars for information and awareness organised in all regions of Romania;
- publishing guidance documents about the new chemical legislation on the website of the Labour Inspection.

Target group

The target group was defined based on the following criteria:

- the enterprise manufactures or uses chemicals;
- the enterprise needs support to understand the ‘new’ chemicals legislation: SMEs and firms with a lower level of expertise were prioritised;
- the whole geographical area of the country was to be covered, grouped per region.

The campaign did not structure the target group according to criteria such as sector, type of clients or business.

Description of the good example

The short campaign presented in this example aims to provide enterprises, especially SMEs, with information on chemical legislation, highlighting changes from previous legislation along with guidance on how to interpret and apply it.

Since 2006, the REACH and CLP regulations on chemicals have introduced important changes in the management of chemical risks in the EU and set the route to further changes in the following decade. In June 2007, Regulation 1907/2006 on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) entered into force with some pre-set deadlines that spread to 2018. It was followed by the CLP Regulation, which entered into force in 2009, but which had a transition period with several

target dates: December 2010, June 2015 and June 2017. These two regulations alone totalled hundreds of pages, in which it is not always easy to understand what the implications are for the various actors in each of the stage.

The Romanian Labour Inspection acknowledged the difficulties for all involved parties to cope with the requirements of the revised, complex legislation on chemicals. The most affected by the new requirements were the chemicals manufacturers but downstream users and distributors, many of which are MSEs, also have their obligations. Small companies were especially faced with difficulties, since some of them were not even able to understand if and what they had to do to comply with the regulations. Notifying substances to the authorities, re-labelling the products according to the provisions that had several sunset dates, were among the difficulties of the revised legislation.

In November and December 2012, the Labour Inspection organised a short campaign to inform enterprises manufacturing, using or distributing chemicals on the provisions of the CLP Regulation. Relevant information on the REACH Regulation was also included and the relation between the REACH and CLP regulations was explained in a way that was suited and relevant to the participants, most of them being downstream users.

The aim of the seminars was to inform and to train but also to help raise awareness. The NAPO film on chemicals (*Napo în… atenţie produse chimice!*) was shown to demonstrate complementary ways of training workers and raising awareness.

The main focus of the campaign was the CLP Regulation and the implication it has on enterprises. The revised classification rules were presented, with their specific provisions for substances and mixtures. A parallel to the former classification system was made in order to clarify things and to make changes more visible. The use of the correspondence table (called 'translation') between the new and the old classification included in CLP Annex VII was presented with its advantages and limitations.

The way risk communication was influenced by the CLP Regulation was also presented as well as the obligations of the different actors along the supply chain. The focus was on the downstream users, since most of the MSEs and SMEs are in this category.

The part of the campaign dedicated to seminars organised 54 one-day seminars, under the coordination of the Labour Inspection and in collaboration with the territorial Labour Inspectorates, in all the 41 counties of Romania (some counties had more than one session).

The local inspectors sent the invitation to several tens of enterprises they thought would need to attend. However, since the target group members participated voluntarily in the sessions, it is possible they were already more interested and committed to OSH than other enterprises that did not participate, though they might have needed to.

The target group members did not have, in general, the possibility to hire experts specialised in chemicals or external services with relevant expertise; even those with a chemical background did not have time or resources to get specific training on chemical legislation.

The participation in the sessions was free of charge, and being organised locally, the costs for travelling were very small (or not needed) and were borne by participants. The campaign was disseminated through the regular channels of the Labour Inspection and territorial Labour Inspectorates. A press release was issued to promote the campaign.

In addition to the training sessions, the campaign included the elaboration or translation of guiding documents that were published on the website of the Labour Inspection. The access to the documents is free and open to all interested parties (has never been limited to the participants in the sessions of the campaign). Downloading the documents is possible and also free. The number of visitors and downloads has not been monitored.

- **Results and evidence of impact**

The target group that has been reached consisted of 1,362 participants from over 1,000 companies that manufacture or work with chemicals. The MSEs represented 20 % of the companies, other SMEs represented 75 % and the other 5 % were larger enterprises. Such enterprises are present in practically all sectors and have a great variety in terms of level of education of their owner and personnel as well

as regarding the level of internal organisation. This variety was reflected in the target group. The clients of the enterprises were mainly other businesses in various sectors as well as distributors of chemicals. Some participants, however, worked on the B2C market, for example hairdressers.

The mini campaign managed to reach MSEs and SMEs in different (sub)sectors (e.g. paints, glues, furniture, leather, art restoration, cleaning, hairdressers, car repair and so on). The number of participants in the seminars was considerable (almost 1,400) for the resources and duration of the campaign, but there were obviously many enterprises that did not take part and it is not known how many of them accessed the web page of the published guidance. The campaign reached medium-sized and large companies better than MSEs, though in some of the sectors represented by participants, MSEs are predominant (while not in others, e.g. manufacturing).

Participants filled in a feedback questionnaire and 59 % of them estimated that they will not face difficulties in implementing the CLP Regulation, 31 % estimated they will have some difficulties and 10 % expected serious difficulties after the training. This is the main indicator of success of the campaign, as perceived by participants. Further monitoring of the impact was not carried out systematically. Some territorial inspectors kept in touch with participants for further clarifications/support. Long-term impact is difficult to establish for such actions.

There were several key success factors of the campaign:

- It addressed a real problem — understanding what the changes are in chemicals regulations and how to handle them.
- Information was practical and was provided in a way that made it understandable for participants.
- Revised CLP rules were presented in parallel with the old ones, building on existing knowledge and making changes more clear.
- The sessions were organised and held by the authorities (Labour Inspection and Inspectorates), which made the participants more confident that essential legal aspects, needed for compliance, were covered.
- The lecturers were inspectors specialised in chemicals with expertise in legal and practical matters.
- Direct contact between authorities and enterprises helped strengthen their relations and showed the inspection's willingness to help and not only control.
- The publication of the guidance on the website of the Labour Inspection provided help even after the sessions of the campaign.

The campaign did not have a direct continuation, but actions to keep enterprises informed on chemical management were organised in the following years as part of other campaigns. The only direct continuation of the campaign was the publication of guidance on the Inspection's site, which allows participants and other interested parties to access the information after the end of the campaign.

- **Learning from weaknesses and failures**

The sessions in the campaign were not continued as such after 2012. The guidance published on the website might compensate this discontinuation to some degree, but the meetings during sessions would have had a more direct approach, supporting dialogue and questions, as well as allowing for adjustment of presentations to each auditorium.

Though the number of participants was rather good, considering the short duration of the campaign, it might have been higher if the dissemination of the short campaign would have used more alternative channels, such as Chambers of Commerce or trade unions and professional associations and so on, though MSEs are not so often part of such organisations. More time and higher budget would have helped in reaching more participants.

The campaign was mainly conceived for downstream users, since the small companies are in this category and they are the ones that mostly need help. The larger companies might need a dedicated campaign in order to fully benefit from the exchange of information with the authorities and with peers.

- **The future of the good example**

The guidance documents published on the inspection website are still maintained and updated by the Labour Inspection. There is the possibility to organise the seminars during the EU-OSHA campaign on dangerous substances, which will start in 2018.

- **Conclusions**

The short campaign on chemical legislation (focused on the CLP Regulation and the related REACH Regulation) addressed a real need by the enterprises that have to apply it. It was particularly needed by MSEs and SMEs that do not have the resources to understand such large amount of specialised information.

Many of the external services do not have the resources to handle more specific matters, such as chemical legislation provisions, either. This deepens the problems of the MSEs who may have no external support while not being able to solve the problem internally. The help provided by the Labour Inspection's short campaign was, in this respect, very much needed.

The topics, the way of presentation (avoiding a too scientific approach) and the level of detail were established by the organisers so that they were adapted to the target group, their way of understanding the information and the significance it has for their enterprises.

The fact that the campaign was organised by the inspection (central and territorial) was a motivation for the enterprises to participate, since they trusted the organiser to provide relevant and correct information and guidance. Getting information directly from the enforcement authorities seemed to participants a good opportunity to learn about the legal aspects that could be checked during inspections and have a clearer understanding on how to implement them.

The feedback questionnaire was a good way to measure immediate impressions; it also gave an indication of possible impact. Further monitoring of the impact would not be easy to make, it would involve setting indicators, monitoring them at companies' level and reporting them; it can be assumed that participating enterprises are not used to such an approach. The organisers did not have resources to do this. The number of web page visitors could indicate whether there is an interest in the information or if further measures are needed for a better dissemination. However, statistics on downloads are not available.

- **Transferability of the results**

The type of actions — campaign with seminars in combination with published documents, could be used for practically any other topic. The scale of the campaign can be larger if resources are identified for this. The role of authorities seems to be beneficial, so this could be a characteristic to be kept in future collaborations.

- **References, key literature, web pages and so on**

CLP Regulation 1272/2008
http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:02008R1272-20160401&from=EN
Labour Inspection Annual Report
https://www.inspectiamuncii.ro/documents/66402/187655/Raport+anual+2012/cc15ee6d-51c2-43e1-a083-1598d2986b24
REACH Regulation 1907/2006
http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:02006R1907-20160714&from=EN
Napo în… atenţie produse chimice!
https://www.napofilm.net/ro/napos-films/napo-danger-chemicals
Guidance published on the page 'REACH & SSM' on the Labour Inspection Website
https://www.inspectiamuncii.ro/reach-and-ssm

Other sources of information:

Information on this campaign was obtained from:

- the document of the Labour Ministry sent to the INCDPM in response to a request to provide examples of interventions for the SESAME project;
- the interview with the senior labour inspector who coordinated the short campaign;
- the interview with one territorial inspector;
- interview with one participant.

4.3 Strengthening OSH infrastructure through structures for providing personal OSH support to MSEs

There are several studies supporting that an effective way of providing effective OSH support to MSEs is to provide some kind of personal support. Several of the good examples are using personal support to MSEs in order to improve OSH. The examples presented below originate from different countries, which illustrates that this approach can be applied in several different ways and settings. It is interesting that in the good examples, actors from different organisation such as employers' or sectors' organisations trade unions and Labour Inspectorates provide personal support.

Good example 12. Denmark

BAMBUS — The Safety and Health Preventive Service Bus for the Construction Sector

Good example 13. Sweden

Regional safety representatives — OSH actors supporting workers and employers in Swedish MSEs

Good example 14. Sweden

OSH advisors in the construction sector disseminating OSH knowledge and supporting construction companies, mainly MSEs

Good example 15. Estonia

Consultancy service in OSH and face-to-face consultancy on site to increase employers' OSH knowledge and to support OSH management

Good example 12. BAMBUS — The Safety and Health Preventive Service Bus for the Construction Sector - Denmark

Liv Gish, Sustainable Production, Department of Materials and Production, Aalborg University Copenhagen.

Background

BAMBUS (the Safety and Health Preventive Service Bus for the Construction Sector, also called BAMBUS (which is an acronym in Danish for the Construction OSH bus), was initiated to help businesses, health and safety representatives, and employees to create safe and healthy workplaces in the construction sector.

BAMBUS was launched in September 2008. BAMBUS was initiated as part of the collective agreements in 2007 between the Danish employer associations and the employee unions within the construction sector, which covers most of the construction sector (Protokollat, 2008). The initiative was first planned to run from 2008 to 2011. However, after a successful evaluation (Team Arbejdsliv, 2011), it was prolonged for another three-year period from 2011 to 2014. In the collective agreement in 2014, it was decided to make the initiative permanent. So far, the initiative is thus planned to run to at least 2020. However, it depends on the coming years' collective agreements. The initiative is financed by a designated fund, namely the Construction Sector Development Fund. The fund gets its resources from settlements in the collective agreements, where the employers pay a small share per completed working hour to the fund.

The collaboration partners are on one hand the Danish employers' associations and on the other hand trade unions in the construction industry. On the employers' side the partners are: the Danish Construction Association (Dansk Byggeri), the Danish Association of Craftsmen (Dansk Håndværk), the Association of Construction Developers and Kooperationen (the cooperative employers' association). In addition, on the employee side the partners are: 3F (the largest union in Denmark), BJMF (a part of 3F concerning the construction, soil and environment workers), Sheet Metal and Pipes Federation (Blik og Rør Arbejderforbundet), Danish Metal Workers (Dansk Metal) and Danish Electricity Federation.

BAMBUS was established as an organisation in itself with a director, a secretary and a steering committee. The steering committee consists of seven partners from the employer associations and employee unions, respectively (http://www.bam-bus.dk/1-30-side-3.html accessed 10 October 2016).

The budget was initially agreed to be DKK 8,187,000/year for the first year, corresponding to approximately EUR 1,100,000/year (Protokollat, 2008). In 2015, the budget was DKK 9,100,000/year, corresponding to approximately EUR 1,200,000/year.

The service of BAMBUS is delivered all over Denmark.

Target groups

BAMBUS targets construction sites and construction companies of all sizes in Denmark. However, the service and the communication strategy are differentiated among four target groups:

- small companies, without an internal health and safety function;
- medium-sized companies, where a designated employee is responsible for health and safety;
- large companies, with actual health and safety functions or a department;
- very large construction projects (e.g. hospitals and prisons).

In the Danish construction sector, one-third of the companies are small (< 10 employees), one-third has between 10 and 49 employees, and one-third has > 50 employees. The service is only provided for the companies that are members of one of the social partner organisations and the service is free of charge for these companies. The service also covers companies that are not member of the employers' association themselves, but where they are member of the associated unions. The service bus serves many kinds of professions in the construction sector and in particular carpenters, bricklayers and concrete workers. The service bus also addresses all the different stages in the construction chain, from

the developers to the craftspeople. An important characteristic of the work in the construction sector is that it is carried out on the customer's premise, and in that sense the workplace is temporary. Depending on the particular task and the profession conducting it, the work that is carried out can take from a few hours to many months. Because of the variation in duration of work tasks, the service bus most often reaches the professions that are involved at a construction site over a longer period. This means that very specialised professions doing only smaller tasks (e.g. two to four hours) can be quite difficult to meet at construction sites. The alternative to reaching these specialised professions is to visit them in their home company. However, when visiting them in the home company it is sometimes harder to create a constructive dialogue because it is not possible to attach the dialogue to a concrete working environment problem, as would be possible at a construction site where the problem can be assessed and discussed in real time.

In Denmark, many small construction companies only exist for a couple of years. This target group can also be difficult to reach for BAMBUS.

In Denmark, foreign workers and companies, especially from the 'new' EU member countries, have established themselves. This presents two possible challenges. First of all, it creates pressure on the construction sector's tradition of regulating salaries and working conditions through agreements. Second of all, it provides a language barrier. As a part of another Danish working environment initiative by the social partners, called 'Break the curve' (referring to the trend in OSH accidents), a particular focus was put on how to reduce accidents among foreign workers/immigrants and apprentices. In the initial two years this other initiative was running the service bus was particularly aware of these target groups, even though not all of them were members of employer organisations or trade unions. However, communication is often difficult because the workers only speak their native tongue, for example Polish, Latvian and so on. To deal with the language barrier, BAMBUS has developed instructions about their services in Polish, German and English on their website.

Although the idea of the service bus is to visit construction sites or the company home address, it is also possible for the member companies to contact BAMBUS and require their service. The challenge here is that it is only companies aware of the service and potential work environment problems that are able to contact the service. Thus, there are companies in the target group that are not reached. Furthermore, given that only eight consultants run the service in Denmark, they do not have the resources to reach all companies — at least not every year.

- **Description of the good example**

BAMBUS was established to help companies, safety representatives and employees to develop and ensure safe and healthy working conditions and prevent accidents at construction sites. The service bus is neither an inspection authority nor a commercial advisor or course provider, since employer associations and employee unions finance it. It is the participating organisations' own communication service about OSH. The service should overall help:

- the companies to improve their systematic and preventive OSH effort. Including developing their OSH organisation, workplace assessment and election of OSH representative;
- to influence the managers' and employees' behaviour and attitude towards OSH;
- to disseminate concrete knowledge about prevention potentials in relation to how the work is carried out;
- participate in knowledge sharing with respect to improving the joint OSH effort for the involved actors in the construction sector.

The service bus's core task is thus to contribute to the companies' preventive OSH effort and to help solve concrete OSH questions through practice-oriented counselling, based on advice from the Industry Working Environment Council and the Danish WEA.

The preventive service is provided by eight consultants who drives a bus and visits the construction sites or the construction companies' own premises. All the consultants have a professional background in the construction sector, as they have worked in one or more of the professions. They also have substantial knowledge of OSH issues and proper solutions on OSH matters.

> *They are very good at understanding our situation and seeing the full picture.* (Respondent in the evaluation from Team Arbejdsliv, March 2014)

The consultant is really good at giving advice and carrying it out. He is a good connection between a very strict set of rules and the reality. (Respondent in the evaluation from Team Arbejdsliv, March 2014)

In addition to having substantial knowledge about OSH, the advantage is also that they come from outside, so when presented with a problem they have fresh eyes.

The eight consultants work in teams of two, and each team serves one of four regions in Denmark. To accommodate the smaller and highly specialised professions (e.g. stonecutting) two of the consultants are specialised in these particular professions' circumstances and needs.

The service is mainly intended as an outreach service, where the consultants find and visit the companies and construction sites. However, the consultants are also taking calls from the companies about OSH issues and related questions, which may result in actual visits. Furthermore, they also provide a knowledge service for construction developers and counsellors.

The preventive service is based on the involved actors' own willingness to participate. The motivation for using the preventive service is often a concrete problem in relation to the working environment that the companies or workers need help to solve. Problems come in all sizes and shapes. The following list gives some examples of the kind of problems that the consultants help solve. The list is not exhaustive.

- a minor conflict about who has the responsibility for the safety of certain activities at the construction site;
- figure out how to make a safe work set-up;
- figure out what kind of technical aid could ease the strain in a particular job;
- help understand a certain guideline;
- risk assessment of materials;
- figure out how to protect workers from dust;
- help figure out the legal obligations with respect to the working environment.

- An example of interaction between a company and the BAMBUS consultant
- A carpenter business was to set up Fermacell plates in connection with the construction of some youth housing. These plates must be cut with a circular saw, causing problems with dust. The company had connected a vacuum cleaner to the saw, but the vacuum cleaner has to be emptied and cleaned often, and it does not work when it is nearly full.
- The consultant had an idea for a filter that could be attached in order to trap the dust. The consultant agreed to meet with the person responsible for working environment matters in the company at the concerned construction site.
- Everything was quite unproblematic, because the consultant knows everybody in the company. He just brought it [the filter] to the carpenter, since we had just talked about it in the phone.
- At the construction site, the consultant approached the foreman. The consultant instructed them on how to use the filter.
- He showed us on the spot how we should assemble it and how it worked. So you could not make any mistakes. He was very good at explaining how it worked. You know, that it would save the vacuum cleaner from a lot of dust and that we would not have to change the filter bag then.
- The instruction was very much concerned with the practical use of the filter and not so much with work environment. However, because the solution got rid of the problem at the source, there was no need for other OSH preventive initiatives.
- The company borrowed the filter for one month. Afterwards, they invested in their own.
- (Adapted from Team Arbejdsliv, 2014b.)

Therefore, overall, the service is based on concrete problem solving, finding relevant information and helping establish a preventive practice. The advantage of the service is that the consultants drive a bus in which they can bring along relevant technical aid and machines, so they can demonstrate the actual tools and technics on site.

- **Results and evidence of impact**

Evidence for the impact

Since 2008, three evaluation reports have been made about the preventive service. The reports have been made by the consultancy Team Arbejdsliv. The first report was a midterm evaluation for the period November 2008 to August 2009 (it was not possible to get hold of this report). The second evaluation report evaluates the period from August 2009 to November 2010 (Team Arbejdsliv, 2011) and the final evaluation report covers the period from January 2011 to March 2014 (Team Arbejdsliv, 2014a)

In July 2014, Team Arbejdsliv also made a report about the future need for the preventive service (Team Arbejdsliv, 2014b).

Success factors

One of the most important reasons that the initiative is working is that the consultants are present at the construction sites and do not just call the construction companies. The consultants do not plan their presence at a specific construction site, so it is somewhat random at what point in the construction phase they observe and make their service available. Only follow-up visits are planned.

When small companies need help, they often need it right now and right here — preferably yesterday. They do not have the time or resources to look everything up themselves. Therefore, when the consultants can help instantly, it is highly appreciated. Another reason why the preventive service is as successful as it is, is that it focuses on concrete problem solving. This means that when the consultants' advise the small companies, they always take their point of departure in a current work environment problem and help solve that concrete problem. So, to sum up, timing, presence and concrete problem solving are the key drives for the success of the service.

The eight consultants running the service in the field also contribute to the success, since they have a large knowledge base, both about the construction sector and OSH. Moreover, because they have a professional background in the construction sector, they know the culture, jargon and technical terms. Furthermore, the consultants also have a large network and know who to contact when addressing particular needs. They are also well informed about the different distributors of technical aids, and, although they are not allowed to point out specific brands and distributors, their knowledge comes in handy in the specific situations where the companies need a concrete solution.

The fact that both worker and employer organisations support the preventive service through the collective agreement also contributes to making the initiative a success. This support gives the initiative and the consultants legitimacy and authority. However, it also ensures that the initiative is offered to a broader target group, namely the whole construction sector.

Because of the funding from the collective agreement, the service is free of charge, which gives the companies an incentive to use the service.

Crucial factors in the context that furthers the initiative's success is that the construction sector is known for the high-risk work and thus is associated with many accidents. The involved actors in the construction sector are thus very much aware of the associated problems and that they have to be solved.

Companies reached

Detailed statistics on visits to companies and construction sites by the service bus as well as other activities are made every year. The preventive service approximately has 2,500 contact points each year (90 % visits, 5 % telephone calls and 5 % email correspondence), and is in contact with approximately 1,500 companies. One-third of these companies have 1-9 employees, and half of the companies have fewer than 20 employees.

To compare, there are approximately 31,000 companies in the construction sector in Denmark.

Qualitative and quantitative evaluations

It has not been possible to get hold of the first evaluation report.

The purpose of the second evaluation report (Team Arbejdsliv, 2011) was to (1) evaluate if BAMBUS has lived up to its specified goals and (2) evaluate how the initiatives work. The evaluation report builds on a survey and interviews as well as an analysis of the data from the consultants' register about their visits in the PANDA system (an IT system used for registration of data). A survey was distributed by email, where 176 out of 475 users of the service answered. A telephone survey was also conducted; here, 53 out of 118 users answered. 36 interviews were held with users at 22 different companies and construction sites.

The evaluation concludes that the amount of visits in the second period (August 2009 to November 2010) equals the amount of visits in the initial period (November 2008 to August 2010). The amount of revisits to a site has increased, however, which is considered a positive development. The report also shows that the consultants most often are in contact with carpenters and bricklayers, as these groups often have many tasks at the construction sites. With respect to OSH issues at the construction site, there is a lot of focus on solving concrete physical OSH problems. On the construction companies' own premises, the focus is on workplace risk assessment.

With respect to how the users benefit from the preventive service, 52 % answered that they benefited 'much' or 'very much' in the aforementioned survey. Of the users, 20 % answered 'small', 'very small' or 'no benefit'. When asked why they do not benefit from the service, they answered that they have only had very little contact with the consultant, did not have any OSH problems or did not feel the need for the service.

In the third evaluation report (Team Arbejdsliv, 2014a) interviews were conducted with both managers and employees in 15 cases. Focus in the interviews was on the process with the consultants, descriptions of the output of the visit and the satisfaction with the preventive service. Only in one case was a construction manager not satisfied with the service, due to the consultant's lack of knowledge in a particular area. The evaluation report documents that BAMBUS (the preventive service), with an outset in the yearly work plans, is able to disseminate knowledge and serve construction sites and companies. BAMBUS also lives up to the goal of 1,500 visits per year, which the steering committee requires.

In 2014, Team Arbejdsliv also assessed the future need of the preventive service (Team Arbejdsliv, 2014b). The investigation focuses on companies with fewer than 250 employees and is based on written data sources and qualitative interviews with companies and interest partners in the construction sector. The aim of the report is to determine if BAMBUS focuses on the relevant tasks and issues within OSH. The report also points to BAMBUS's future developmental potential. Team Arbejdsliv concluded that BAMBUS 'fills a unique role in an industry where the parties have taken a progressive step to create the system together. The need for knowledge dissemination, guidance and dissemination of practical experience is great, and if Bambus can continue to evolve to changes in industry conditions, BAMBUS will definitely be a relevant actor in the coming years' (2014b).

Sustainability of the example

The economical sustainability lies in the ongoing support from the partner organisations. Being a part of the collective agreement secures the ongoing funding. The example also contributes to a sustainable OSH practice, since in addition to helping with concrete problem solving, the aim of the preventive service is to enlighten companies about working environment so that the construction sector can sustain itself in this matter.

- **Learning from weaknesses and failures**

The preventive service faces two main challenges. The first challenge is that there are professions that only rarely encounter at the construction sites. This is due to the very specialised and small tasks these professions have, for example technical insulation. Their task maybe only takes a few hours or half a day, and therefore the service bus seldom meets them on their outreach visits. As previously described in the section about the target group, an alternative could be to visit the profession in question at their home company address. However, because much of the advice rests on concrete problem solving at the construction site, these home visits are not as fruitful.

The other challenge is the psychosocial work environment. The psychosocial work environment is typically not a problem that is articulated at the construction sites, although it does exist.

According to Team Arbejsliv's report about the future need for the service, there are some lessons learned. If the consultants give a piece of advice that results in a solution that costs money, for example a new technical aid, it is important that the consultants contact the employer. It is more legitimate if they suggest it, rather than if one of the employees does.

- **The future of the good example**

Although one of the key drivers of the preventive service's success is being present at the construction site, the service is currently investigating how to spread their knowledge even more, for example through social media. However, since their success is based on their presence, they have to figure out how to pursue these new avenues.

- **Conclusions**

The preventive service is working because it addresses a core need for the small companies. The small companies need help right now and right here, and because the preventive service is mobile it can visit the construction sites when needed. To sum up, the preventive service works because of its good timing, presence and help with concrete problem solving.

The preventive service also works because both employer and worker organisations support the initiative through the collective agreement, and therefore the service is free of charge for the participating members. However, it also works because the two-side involvement gives the initiative legitimacy within the Danish construction sector.

The preventive service works for all the participating members. However, small and highly specialised professions such as technical insulation can be hard to reach at the construction sites, because they are only present for a few hours while doing their task. It can also be troublesome to communicate with foreign workers because of the language barrier.

- **Transferability of the results**

The prevention service BAMBUS is widely known by OSH experts and practitioners in Denmark, and is also often referred to as a good example by OSH professional occupied with other sectors than the construction sector. In SESAME WP3, the BAMBUS example was mentioned not only in the construction sector workshop, but also in the Industry and Service workshop. A participant in the industry workshop even commented that she would like a similar service bus in the industry.

The idea of a preventive service bus is easily transferable to other sectors. However, it requires sustainable financing (such as the collective agreement in the construction sector), legitimacy through social partners' support and, of course, consultants who possess both OSH knowledge and specific knowledge about the sector in question.

The idea in itself (the preventive service bus) could be transferred to other countries, because it would be possible both to get hold of a bus and consultants with relevant knowledge. However, in practice there are some contextual factors that need to be considered: who is paying and how would the service gain legitimacy? These two contextual factors need to be considered for each specific country that wants to adopt the service. There could be possibilities for financing and gaining legitimacy in the other countries, which this author is not aware about.

- **References**

In addition to the following resources, a telephone interview was conducted with the director of the service. The interview lasted 1.5 hours. Before the interview, an interview guide was made and

emailed to the director. Notes were taken on the computer during the interview. No voice recorder was used.

Protokollat (2008), Protokollat om fælles arbejdsmiljøprojekter — samarbejde og arbejdsmiljø (Documents the agreement between the Federation of Wood, Industry and Construction and the employer organisation The Danish Construction Association): http://www.bam-bus.dk/data/files/linkedeskrivelser/protokollat.pdf accessed 10 October 2016.

Team Arbejdsliv (2011), Evaluering af Byggeriets Arbejdsmiljøbus, August 2009-November 2010 (Evaluation of BAMBUS).

Team Arbejdsliv (2014a), Evaluering af Byggeriets Arbejdsmiljøbus, January 2011-March 2014 (Evaluation of BAMBUS).

Team Arbejdsliv (2014b), Det fremtidige behov for Byggeriets Arbejdsmiljøbus (The future need of BAMBUS).

General information about BAMBUS can be found on their web page: http://www.bam-bus.dk/1-28-forside.html accessed 10 October 2016.

About the management of BAMBUS: http://www.bam-bus.dk/1-30-side-3.html accessed 10 October 2016.

All reports, evaluations, statements and so on can be found here: http://www.bam-bus.dk/1-85-planer-og-rapporter.html accessed 18 October 2016.

Good example 13. Regional safety representatives — OSH actors supporting workers and employers in Swedish MSEs - Sweden

Ann-Beth Antonsson and John Sjöström, IVL Swedish Environmental Research Institute.

Background

Both Swedish law and the European Framework Directive emphasise the importance of worker participation for identifying, eliminating and preventing risks at work. Through participation, workers can improve the OSH management by contributing their knowledge of their work and the workplace, its risks and shortcomings, all of which may affect their physical or psychosocial health. The benefit of worker participation to achieve effective OSH management has been shown in research (Walters and Nichols, 2007). Already in 1912, the Swedish Worker Protection Act introduced an option to appoint safety representatives in companies. However, it has been well recognised in public debate as well as in research that MSEs have less established arrangements for OSH management, and hence for involving workers. Safety representatives are much less present in MSEs than in larger workplaces. For some industries, especially construction and forestry, it turned out to be difficult to recruit safety representatives. This situation was brought to attention as early as 1949, when the concept of RSRs was introduced in the Swedish Work Environment Act. Provided that at least one employee was member of a trade union, the trade union got the right to appoint an RSR; a right which in 1974 was expanded to the entire labour market (Frick and Walters, 1998). The system with RSRs spread to other sectors and is still in place and function. The RSRs work on behalf of and are paid by the trade unions with contribution from the government. The RSR is appointed by the trade union, on an organisational level above the trade union organisation at the company.

Safety representatives are representatives for workers, advocating their rights to a safe work environment and putting pressure on employers to eliminate risks and to implement an effective OSH management. This 'oppositional' role in relation to the employer is, however, at least in the Swedish context, overshadowed by a more consensual role, where the safety representatives often are seen as helping employers establish an OSH management that focuses on the most important issues and finding the most effective solutions to any problematic matters. The annual budget allocated by the government for RSRs in 2016 is approximately SEK 110,000,000 (EUR 11 million), to be divided between four trade union federations and unions: the Swedish trade union confederation (LO), The Swedish Confederation of Professional Employees (TCO), The Swedish Confederation of Professional Association (Saco, organising academic trade unions) and the Swedish Dockworkers Union. The governmental funding of the RSRs is handled by SWEA. The trade unions send a requisition for the decided amount, which is paid by SWEA. According to the figures for 2015, the governmental funding for the RSRs covers 53 % of the cost. The rest is covered by the trade unions themselves.

Target group

The RSRs work with companies that:

- do not have a safety committee (required in companies with at least 50 employees. A committee can also be appointed in companies with fewer employees, but that is seldom done); and
- have at least one employee who is member of a trade union.

A considerable proportion of the companies reached by RSRs is not member of any employers or sector organisation (interview with Christina Järnstedt, Swedish Trade Union Confederation, personal communication). All industries are covered by RSRs, including employees in a variety of unions, both with and without vocational training and with and without higher education. MSEs with employees who are members in a trade union range from sectors with manual and unskilled work to sectors with for example highly educated specialists working mainly with intellectual office work. The large majority of workplaces visited by RSRs are micro firms with fewer than 10 employees (Frick, 2009).

The target group includes both vulnerable sectors such as staffing companies and cleaning companies active on a highly competitive market, working in other companies' premises and in other companies' production processes (staffing companies), but also companies with a strong position on the market and which have the power to decide themselves about their work and OSH conditions. These differences are reflected in differences in RSR's work within the sectors. The RSRs represent different trade unions and each trade union adapts the RSR's work to the conditions in their sector.

- **Description of the good example**

The aim of the RSRs is to support their members in MSEs in OSH matters and to improve OSH conditions in MSEs. In that way, RSRs are the by far largest external resource working to improve OSH in MSEs (Frick, 2009). The role of the RSR when visiting the companies and working to improve OSH conditions and OSH management is:

- to engage the owner-manager in a dialogue on work hazards (Frick, 2009);
- stimulate local health and safety management, including the appointment and training of local safety representatives (SOU 1972:86);
- engage the employees in OSH;
- instigate the employer to fulfil the legal requirements on OSH, for example by assessing and eliminating risks;
- support local safety representatives;
- bring back knowledge on OSH, new risks, trends and so on to their union (LO, 2011).

For the RSRs to be able to fulfil this mission, the trade unions organise OSH training for the appointed RSRs. Before becoming an RSR, they usually have a basic OSH training (about two to three days) and additional training for safety representatives or senior safety representatives. RSR (in the Swedish Trade Union Confederation, LO) also have four to five days of training on how to reach out to and work with MSEs, how to establish a dialogue, what rules apply and how to support local safety representatives. The RSRs within LO also have regular regional meetings with RSRs from all trade unions within LO. These meetings are considered to be very important, as they provide an opportunity to discuss problems and exchange experiences across sectors. In addition, each trade union usually has at least one meeting of one to four days with RSRs annually, when common topics are discussed and information and training is provided. The RSRs also give the union feedback on OSH conditions in small firms.

RSRs often have a background as safety representatives or senior safety representative and a long experience of working with managers on OSH issues. For most of the RSRs, their appointment is on a part-time basis and is combined with work at a large company and sometimes as officer in the regional trade union. There are also full-time RSRs in a few industries. The number of MSEs covered by an individual RSR may therefore vary a lot, from a few to, at most, 2,000 (Frick, 2009).

An overview of the RSRs in the four trade unions and their activities is presented in Table 13.1, which is based on the trade unions accounting of their RSR work for a set of 10 indicators used.

Table 13.1. An overview of RSRs and their activities.

Indicator	LO (blue collar)	TCO (white collar)	Saco (academics)	HMF (dock workers)	In total
Number of RSRs	1,123	483	54	3	1,663
Number of full-time equivalents	258	50	7	0.1	316
Number of workplaces[1]	393,466	95,642	48,030	10	537,148
Visits at workplaces	49,869	5,336	1,397	20	56,622

Indicator	LO (blue collar)	TCO (white collar)	Saco (academics)	HMF (dock workers)	In total
- proportion of the visits about systematic work environment management	55 %	70 %	63 %	0 %	
- about technology	16 %	2 %	0 %	100 %	
- about industrial hygiene	7 %	1 %	0 %	0 %	
- about medical or social topics	22 %	27 %	37 %	0 %	
Giving advice via telephone or email	18 %	37 %	21 %	15 %	
Training of RSRs (hours)	21,990	3,673	1,081	360	27,104
RSRs training at the workplaces visited	8,445	3,757	367	0	12,569
Costs for training (kSEK[2])	7,106	1,120	902	177	9,305
Total cost (kSEK)	160,398	34,054	6,853	272	201,577
Covered by governmental funding	82,311	18,323	6,189	207	107,030

1) Workplaces may be companies or parts of companies. One workplace may be visited by one or more trade unions.
2) kSEK is SEK 1,000, which is about the same as EUR 100.

Source: Arbetsmiljöverket (SWEA) (accessed 4 May 2016)

When fulfilling the conditions for RSR activities (no safety committee and at least one employee who is a member of a trade union), the RSR has access to the company and can visit the company. The RSRs visit MSEs where they have union members and it is not possible for the company to deny the RSR access to the workplace, although it may happen that the employer tries to make it difficult for the RSR to visit the company in different ways. Usually RSRs make an appointment in advance.

During the visits, the RSR talks to the employees, the safety representative (if there is one, which is mostly not the case) and the owner-manager. The RSR has the same legal rights as SRs — that is to immediately stop dangerous jobs or to refer issues to SWEA — but the dialogue, in the Swedish industrial relations context, has proven to be a good tool to identify and solve OSH problems. An RSR describes the function of RSRs:

> *The regional safety representatives are seen as distributors of news and knowledge, kick-starters, mediators, mentors, advisers and consultants. They are the contacts that note and sound the alarm about trends and new risks and dangers, they resolve local disputes and blockages, and they make demands and put a stop to things when necessary.* (Wiklund, 2011).

How the owner-managers perceive and cooperate with the RSR varies. The majority of owner-managers appreciate the RSRs. Some employers even use them as consultants, free of charge, and call them and ask for advice or a visit. Others avoid them and dislike their visits. How RSRs are perceived at least partly depends on how they approach and meet the owner-manager and partly on the owner-manager's interest in OSH, values, experiences and so on. Most RSRs seem to develop a strategy that results in a functioning communication and often employers also appreciate getting OSH advice and support from the RSR.

It has been reported that most RSRs see their role as very stimulating, especially when it comes to informing and educating employers (Andersson et al., 2011) and that they perceive their efforts as clearly contributing to improved OSH conditions and OSH management. A common view among RSRs is that it is important to establish good relations with employers and not act as 'inspectors' or as the 'police'. The competence to convince employers of the benefits and necessities of OSH management is seen as more important than using RSRs' legal rights to force employers into compliance.

The basis for the RSRs is the official state regulation with the right to access MSEs in combination with the substantial funding that provides most of the resources needed. At the same time, it is obvious that it is an incentive, at least to some employers, that the RSRs have more knowledge about OSH than the employers themselves and can provide advice and tailored information free of charge. The RSRs provide this information and advice through personal contacts, which gives the employer the opportunity to discuss OSH. In addition, employers can discuss OSH in a more unconstrained manner than, for example, with the labour inspection, since RSRs' main task is to contribute to the establishment of an OSH management, not to make inspections. The dialogue is also facilitated by the common approach among RSRs not to demand too much at the first visit. Improving OSH and OSH management is seen as a process that takes time. If asking too much, the work will be overwhelming for the MSEs and there is a risk that nothing will be done. As the RSRs will probably visit the company again, it is possible to initiate a process that is supported by the RSRs visits (Antonsson et al., 2017).

From Table 13.1, it is obvious that RSRs deal with many different kinds of OSH questions, including OSH management, technical, industrial hygiene, social and medical issues. During recent years, their work with psychosocial topics (in Sweden this is now called organisational and social work environment and is regulated in AFS 2015:4) has increased (Frick, 2009). In the annual reporting from the unions on RSRs, it is clear that RSRs perceive that psychosocial OSH issues have increased, but also that it has gained more attention following the new provisions (Arbetsmiljöverket, 2016). From the reporting, it seems that RSRs experience that many employers lack knowledge on psychosocial OSH, but also that input from RSRs often concerns advice on how to implement psychosocial issues in OSH management.

To keep up with changes in the labour market, changes in laws and provisions as well as with the continuous production of knowledge on OSH, RSRs undergo training as shown above. Their competence from these trainings then becomes useful for employers. A majority of unions report that their RSRs have received training on psychosocial OSH during 2015, including stress, harassment, excessive work load and so on. Overall, it seems that psychosocial OSH is becoming an important area for RSR support, especially since the provisions and available guidelines are general and many employers lack knowledge on how to implement them locally, under the specific conditions relevant to their business.

RSRs as representatives for the trade unions may demand OSH improvements and have legal rights following the role of safety representative. Imminently dangerous work can be stopped, awaiting a final decision from the regulatory authority, SWEA. If the RSR and the owner-manager cannot agree on actions to improve OSH, the RSR may formally request that SWEA inspect the micro or small enterprise and SWEA may then require OSH improvements of the enterprise.

The core of RSRs activities is to provide personal support to workers but also to employers in MSEs regarding OSH. Seen from another perspective, RSRs can be described as an example of an orchestrated good practice, which is supported by regulation and promoted through incentives both for the RSRs (the legal support and the funding) and for the owner-managers (advice free of charge). In addition, the RSRs provide information and advice regarding OSH.

- **Results and evidence of impact**

The RSRs visit over 50,000 MSEs annually. The majority of MSEs are visited on average once in a couple of years (Frick, 2009). There have been several evaluations of the RSRs over the years and based on the evaluations, and on other things such as the desirability to retain a cooperative system of industrial relations, it has been decided to continue with the public economic support to the RSRs.

A survey in 2006 found that proposals from RSRs were in general received positively by managers (56 %) and rarely negatively (7 %), with a positive reception more commonly found in services (64 %) and a bit less so in construction (43 %) (Gellerstedt, 2006). There are also a bundle of examples

illustrating what has been achieved in companies after visits from RSRSs (Frick, 2009). Another study (Andersson et al., 2011) showed that the owner-managers of six MSEs were neutral or positive to RSR visits in the company. Even if the response rate was low, a survey of small firms (Torehov et al., 1996) indicated that their owner-managers in general were much more positive than critical about the RSRs' activity. This mainly positive attitude to RSRs was what the employers' organisations' OSH experts interviewed by Sjöström and Frick (EU-OSHA, 2017a) mainly had heard from the small firms that were members of their organisation and had been visited by RSRs.

A quotation from an MSE owner-manager illustrates how the relationship with the RSR can function:

> *Work environment issues were not a priority. When anything came up I phoned N.N., who is the regional safety representative at IF Metall. I have only good experience of that cooperation. It's easy to talk to him.* (Wiklund, 2011)

In comparison, the RSRs have much more personal contacts with MSEs than with any other institutional actor, including the main authority, SWEA, and occupational health service providers (Frick, 2009). The total number of workplaces inspected by SWEA, including workplaces in large companies, varied from approximately 20,000 (2007) to 14,000 (2015), meaning that only a minority of MSEs are inspected by SWEA. In comparison, the RSRs reported approximately 56,000 workplace visits during 2015 (Arbetsmiljöverket, 2015). As an RSR put it (here cited from Andersson et al., 2011):

> *When I look at the OHSM [occupational health and safety management] at a company, I want to know if it 'works' in practice — the labour inspection only look for documents*

RSRs have personal contact with the owner-manager. According to previous research, face-to-face contact that results from personal visits to small firms and dialogue with managers and workers is most effective (Frick, 2009). In addition, research emphasises the importance of worker participation to make the dialogue effective (Walters and Nichols, 2007) and this participation is thus provided by the RSRs. RSRs also give advice and help out, without any charge for the MSEs. In this way, RSRs are often appreciated as a free resource, helping out in solving problems that many MSEs are aware of they have to deal with, but for which they too seldom have the time or competence to manage themselves. In this way, RSR provide a shortcut to a good working environment.

The four trade union federations and unions that receive governmental funding of the RSRs have to report back all activities and costs to SWEA. In the report (Arbetsmiljöverket, 2016), some of the larger unions report that RSRs often can avoid requesting inspection from SWEA and that RSRs instead can initiate a constructive dialogue on health and safety management.

As part of the report, the unions also answer a number of questions that cover RSR activities but the report also includes a summarised view of RSRs' impressions of OSH and OSH management. The reports do not point out certain employers or workplaces and hence the aim is not to inform the labour inspection of any violations, but instead to make use of the knowledge and experiences from RSR visits. The reports include for example:

- to what extent RSR visits have focused on OSH management, technology/machines, occupational hygiene, medical or social issues;
- to what extent visited workplaces have access to an occupational health service and if workers/union/safety representatives have participated in the procurement of that service;
- observations of changes or trends in the work environment, certain risks that have become more common, lack of knowledge among employers, and so on;
- to what extent RSRs have participated in internal training sessions and contributed to external training sessions.

The reports from the unions, summing up RSRs activities and experiences, are then used by SWEA. The reports provide information about risks in different sectors and about knowledge gaps that RSRs have identified among employers. This information is for instance useful when planning information campaigns aimed at MSEs.

The unions are also asked to report other RSR activities. Several examples are given by the unions in the 2015 summary report, such as: collaboration with occupational medical clinics on topics such as vibrations, asbestos, dust and noise; participation with the process of vehicle control together with an employer within a national authority; contribution to the development of checklists provided by the bi-

partite organisation 'Prevent'; lecture on OSH at vocational trainings; participation as experts at different sector meetings; and much more.

The Swedish RSR system has been working for more than 40 years throughout the entire Swedish labour market. The work of RSRs has developed during these decades and is still developing to meet the demands of the new working life. During recent years, the development has taken place, especially in Saco, a union organising academics. In this way, the Swedish RSRs can be said to be sustainable.

- **Learning from weaknesses and failures**

The RSRs are representatives of the regional trade unions and, as such, external to the small firms. There are examples of conflicts between owner-managers and RSRs, but good cooperation and even appreciation by the owner-managers is much more common. The unions, however, report an increase of resistance towards RSRs and instances of conflict. If employer resistance to RSRs continues and increases, it may become a growing obstacle. Information directed towards MSEs about OSH as well as the role of RSR is important. SWEA and the employers' organisations both need to contribute to informing MSEs to prevent a conflictual view of RSRs.

How RSR approach owner-managers and how the dialogue functions are essential for good cooperation. This is continuously discussed among the RSRs, but it is still possible to develop and improve. Employer organisations have reported incidents where RSRs have acted in ways that are not within their defined task and are hence perceived as just 'causing problems' in an unconstructive manner. It is important that training and instructions to RSRs continue to focus on being knowledgeable on OSH, initiating a constructive dialogue, supporting the employer to implement OSH management and preventing unnecessary conflicts.

RSRs report that it has become harder to get in touch with labour inspection, even when it is called for by the regulation. The RSRs also experience less support from the authority, for example when it comes to getting advice on a certain issue. One explanation for this is that there has been a decrease in labour inspectors during the last decade, and that the recent increase in budget is accompanied by a restructuring and training (leading to fewer inspections during 2015 than previous years). However, RSRs and the unions also report new initiatives on collaborations between RSRs and SWEA with very positive outcomes.

- **The future of the good example**

The RSRs are well established within the trade unions and there is no sign of decreasing or changing their activity. On the contrary, the white collar unions in TCO and especially the academic ones in SACO are increasing the number and coverage of their RSRs, even if the blue collar unions in LO still have the by far largest RSR activity. RSRs also reach a higher proportion of the MSEs than the labour inspection. Through the better coverage, they have better possibilities to initiate and/or improve OSH management by giving advice and referring to existing knowledge support or to certain suppliers of suitable safety equipment.

However, there is a general trend in Sweden of decreasing levels of unionisation, especially among young workers in sectors with high levels of precarious employments. This means that the number of workplaces that are possible to reach by RSRs have decreased, since there has to be at least one union member at a workplace for it to be reached by RSRs. Still, the overall level of unionisation is 70 % of all employees, which is a considerable number, particularly in a comparative European perspective.

RSRs report that the decrease in labour inspections is noticeable, and even though there has been a recent increase in budget allocations for the labour inspections, there are no signs of any major increases in the numbers of inspectors or inspections. The contribution from RSRs hence seem to continue to be of great importance for achieving good OSH in MSEs

RSRs' focus on establishing OSH management in MSEs also means that their scope is wider than only technical matters, accident prevention or other safety matters. In the annual report to SWEA from the unions, the Swedish Trade Union Federation states that RSR actions concern OSH management (55 %), technical matters (16 %) and medical and social issues (22 %). RSRs belonging to the Swedish

Confederation of Professional Employees distribute their actions as follows: OSH management (70 %), technical matters (2 %) and medical and social issues (27 %). Actions of RSRs part of the Swedish Confederation of Professional Associations' concern OSH management (63 %) and medical and social issues (37 %). The category 'medical and social issues' includes psychosocial issues, but the management of psychosocial work environment may also be included in the 'OSH management' category. In all, the numbers clearly show that only a minority of RSRs actions are concerned with technical matters.

In the report to SWEA, RSRs state that psychosocial OSH issues, such as stress, lean organisations, excessive work load and harassment, exist in most business sectors and that it needs increased attention. Employers often lack knowledge on these issues as well as on how to prevent them in a systematic way. Most unions report that they have arranged training for RSRs on psychosocial OSH management, making a substantial effort to increase RSRs' knowledge on specific issues as well as on preventive measures.

- **Conclusions**

Frick (2009) describes why the model with RSRs works in Sweden. The key factors are:

- OSH issues are legitimate, mainly because Sweden, since the 1970s, has invested much in the production and dissemination of OSH knowledge, which probably has increased good work environment as a norm in working life.
- RSRs' work is based on dialogue, which is an important part of the Swedish industrial relations model, based on strong trade unions and well-organised employers. The RSRs' personal visits to the workplaces are essential for this dialogue.
- RSRs have the competence to make judgments and achieve an insider dialogue.
- RSRs have the knowledge needed not only to identify problems but also to suggest simple and cheap measures to identified OSH problems. In this way, RSRs help improve health and safety.
- Transferability of the results

Various schemes of external safety representatives visiting MSEs have been set up in different countries, for example Spain, Italy, Norway, South Africa and (temporarily) the United Kingdom (UK). These are generally shown to be effective, both in cooperating with owner-managers and in supporting health and safety improvements (Frick, 2009). Walters and Wadsworth (EU-OSHA, 2017b) report that 'there are provisions for "territorial health and safety representatives" in Italian legislation but it is unclear how widespread or successful they have been, and there are various voluntary initiatives to create similar arrangements within sectors or regions in some other countries, either by trade unions unilaterally or through bilateral agreement of some kind. Again, the research literature is comparatively silent on the effects of these arrangements (see Walters (2002) for some exceptions).'

- **References, key literature, web pages and so on**

Andersson I-M, Rosen G, Flemström E (2011). De regionala skyddsombuden — en unik och viktig resurs för arbetsmiljöarbetet. Högskolan Dalarna.

Arbetsmiljöverket (Swedish Work Environment Authority) (4 May 2016). Arbetsmiljöverkets sammanställning över de centrala arbetsorganisationernas redovisningar av regional skyddsombudsverksamhet år 2015 (SWEAs compilation of the accounting from the trade unions for their RSR activities) (in Swedish).

EU-OSHA (2017a). Worker participation in the management of occupational safety and health — qualitative evidence from ESENER-2. Country report – Sweden. European Risk Observatory. Available at: https://osha.europa.eu/en/tools-and-publications/publications/country-report-sweden-worker-participation-management

EU-OSHA (2017b). Worker participation in the management of occupational safety and health: qualitative evidence from the second European survey of enterprises on new and emerging risks (ESENER-2). European Risk Observatory Overview report. Available at: https://osha.europa.eu/en/tools-and-publications/publications/worker-participation-management-occupational-safety-health

EU-OSHA (forthcoming). Safety and health in micro and small enterprises in the EU: form policy to practice. Coutnry report - Sweden. Bilbao: European Agency for Safety and Health at Work.

Frick K (1996). De regionala skyddsombudens verksamhet. Arbetslivsrapport 1996:22. Arbetslivsinstitutet, Stockholm.

Frick K (2009). Health and safety representation in small firms: a Swedish success that is threatened by political and labour market changes. Chapter 8: Workplace Health and Safety — International Perspectives on Worker Representation, Walters D, Nichols T (eds), Palgrave Macmillan, Basingstoke.

Frick K, Walters D (1998). Worker representation on health and safety in small enterprises: lessons from a Swedish approach. *International Labour Review*, 3 (137) p. 367.

Gellerstedt S (2007). Samverkan för bättre arbetsmiljö — skyddsombudens arbete och erfarenheter. (Cooperation for better work environment — the work and experiences of safety representatives) Landsorganisationen i Sverige (Swedish Trade Union Confederation), Stockholm (in Swedish).

Larsson M (2016). Facklig anslutning år 2016 — Facklig anslutning bland anställda efter klass och kön år 1990-2016, Landsorganisationen i Sverige

LO (Landsorganisationen i Sverige) (2011). Regionalt Skyddsombud — en handledning från LO och LO-förbunden

SOU 1972:86 (1972). Bättre arbetsmiljö. (Better working environment) (in Swedish).

Torehov C, Sigala F, Sundström-Frisk C, Frick K (1996). De regionala skyddsom-budens verksamhet — Deskriptiva data från en enkätundersökning' (The work of the regional safety representatives — Descriptive data from a survey). Arbetslivsinstitutet, Stockholm, report 1996:23 (in Swedish).

Walters D (2002). Working Safely in Small Enterprises in Europe. ETUC, Brussels.

Walters D, Nichols T (2007). Worker Representation and Workplace Health and Safety. Palgrave Macmillan, Basingstoke.

Wiklund HO (2011). Sweden: regional safety representatives, a model that is unique in Europe. #03 Spring-Summer 2011/HesaMag, ETUI.

Interview with Kaj Frick, 28 October 2016, researcher who has published several articles and books about the Swedish regional safety representatives.

Interviews with Sten Gellerstedt, 28 October 2016, Swedish Trade Union Confederation.

Interview with Christina Järnstedt, 1 November 2016, Swedish Trade Union Confederation.

Good example 14. OSH advisors in the construction sector disseminating OSH knowledge and supporting construction companies, mainly MSEs - Sweden

Cecilia Österman and Ann-Beth Antonsson, IVL Swedish Environmental Research Institute.

Background

The construction industry is one of the industries with the highest frequency of occupational injuries (Arbetsmiljöverket, 2016), even though the injury rate in Sweden is low compared with many other European countries. The Swedish Construction Federation (Sveriges Byggindustrier (BI)), a trade and employers' association for construction, installation and specialist companies active in the construction sector, has adopted a Zero Vision policy regarding occupational accidents on Swedish construction sites. As part of the strategy to achieve this vision and reduce the number of work-related accidents and especially the most severe accidents, BI offers the services of designated regional OSH advisors free of charge to their member companies.

One of the reasons for BI to engage in these issues is that there has been a loss of construction workers from the sector, as a result of a period of a low level of construction of buildings. During recent years, the construction has again increased with increased demands for construction workers. The regional OSH advisors are part of a larger project within the Swedish construction sector called 'A safe working place' ('En säker arbetsplats'). The aim of this project is to highlight OSH issues within the construction industry, change unfavourable attitudes and create safe working conditions.

The support given by OSH advisors is a way of making the construction sector employers more attractive. In addition, there is a need to maintain and increase the safety at the construction sites. During recent years, the number of construction workers from other EU member states has increased. Many of them do not speak or read Swedish, which makes communication difficult, including communication about safety rules. Ensuring safe and sound OSH conditions is therefore gaining interest.

The project was initiated in 2012 by BI together with 13 other trade, employer and employee organisations within the construction industry and is planned to run for at least five years. Six OSH advisors were recruited in 2013 and 2014. In addition to the six advisors there is a coordinator, support in communication activities and OSH experts working at the head office of the Swedish Construction Federation, which, whenever needed, work together with the OSH advisors.

BI and its member companies have invested about SEK 50 million in the Safe working place project, an investment which includes the costs for the OSH advisors. It is yet to be decided what will happen when the five-year project approaches its final date, but some kind of continued work can probably be expected.

The initiative to provide support from OSH supervisors is made in parallel with other initiatives such as the introduction of identity cards and attendance recording at the construction site. The latter is required according to a new regulation aimed at fighting economic crime, for example companies not paying taxes. In combination, these initiatives are expected to exclude undeclared work at construction sites. In addition, a database on OSH training for people with identity cards (ID06) is under development, which is another way of highlighting OSH competence. These other initiatives are described in good example 22, Compulsory OSH courses and identity cards to provide and control basic OSH knowledge in the construction sector.

Target group

The OSH advisors are available for all companies that are members of BI, but are especially directed towards, useful for and used by MSEs. All In all, 3,200 private construction companies are members of BI, employing in total over 36,000 people. The members include about 25 larger corporations, each with more than 250 employees. Most of the member companies are MSEs; some 1,600 member companies employ fewer than 10 people and about 1,400 companies employ 10-49 people. The MSEs are in the

majority in terms of number of member companies in BI. To become a member of BI, a company is required to apply a special code of conduct and adopt the Construction Sector's Ethical Rules, which 'shall lead to greater cost efficiency, greater consideration of quality, healthy competition, a good reputation for the sector and greater social benefit' (BI, 2016b).

The membership structure of BI mirrors the Swedish construction sector well. Apart from a limited number of very large construction companies, the Swedish construction sector is largely made up by MSEs working as subcontractors, often in several steps in a complex chain where a contractor may engage additional workers through staffing companies. The clients are mainly other companies (B2B), but some companies, and especially micro companies, are working for consumers (B2C). A comment from an OSH advisor is that the construction companies working on the B2C market really need help to improve OSH conditions and OSH management, as some of these companies have poor or almost non-existing OSH awareness, knowledge and management. According to RSRs of the Swedish Building Workers Union, a common problem in this group of micro companies is that there is no place for the workers to warm up their food or have access to a toilet (e.g. a builders' hut).

MSEs in the construction sector, as in other sectors, have typically fewer resources in-house for preventive and systematic OSH management.

Many of the targeted companies may be considered vulnerable, on account of the volatile nature of the jobs and projects, high risks for occupational ill-health and accidents, and a fierce competition within the sector, especially considering the influx of foreign companies and workers competing on the market. According to an owner-manager in a small construction company interviewed in WP2, it is common that construction sites use English as their working language; a language that would not necessarily be the mother tongue of any of the workers. The construction sector also suffers from a considerable number of actors operating with undeclared work.

The educational background of the employees naturally varies within and across the sector, depending on type of company and job position. In general, contemporary construction workers may be considered well-trained specialists, many of which have vocational training and many managers have had higher education. It is only a small number of companies and workers that do all kinds of jobs. Many tasks require specialisation, sometimes even including a professional licence that entails theoretical and practical training.

Vulnerability within the sector is the complexity of the organisational structure on many workplaces, which adds to the risk of lapses in communication and misunderstandings, and it is not always clear who is responsible for doing what, when and how.

OSH advisor is a service provided by BI and is intended for the 3,200 member companies of BI. Construction companies not being members of BI will of course not have access to this service. It can be concluded that most of the construction companies that do not have access to BIs OSH advisors are micro companies: according to statistics Sweden (SCB, 2017), there are more than 101,000 companies under NACE code F 'Construction'. Of these companies, 57 % do not have any employees. Of the remaining 44,000 construction companies, 87 % have 1-9 employees and 8 % have 10-19 employees.

- **Description of the good example**

The overall aim of the OSH advisors is to improve the work environment within BIs member companies with a focus on MSEs and medium-sized companies and reduce risks for occupational accidents and ill-health. The purpose of the OSH advisors is to provide readily available OSH services free of charge to the member companies in the BI. The OSH advisor's role is to provide information on relevant regulations and advice on potential measures in order to fulfil the legal requirements.

The activities offered by the OSH advisors are to quite a large extent governed by what questions are posed by the representatives of the member companies. The services and activities are offered on a voluntary no-charge basis to the member companies on request. Information about the OSH advisors, available services and contact details is available on the BIs website. Information about the OSH advisors has been actively disseminated to the member companies through campaigns, dialogue meetings with member organisations within BI, presentations at national and at Nordic trade

conferences, articles in industry magazines and through social media such as Twitter, Instagram and Facebook (@sverigesbyggindustrier).

Six full-time regional OSH advisors are available in six regions in Sweden. As there are major differences between different regions in Sweden, the OSH advisors have chosen to work in slightly different ways. There are, for example, few construction companies in the northern part of Sweden. In this region, the OSH advisor has made a personal visit to almost all construction companies that are members of BI. In the large cities there are many construction companies operating at a large number of construction sites. Personal visits to all companies is not a feasible way of working. Instead, in for example the Stockholm region, the OSH advisor arranges meetings, seminars, OSH training courses and networks, in order to gather several companies at the same time and place to talk about OSH.

One such network in the Stockholm region is for the OSH coordinators that have to be in place at construction sites over a certain size, according to a Swedish regulation (AFS 1999:3). SWEA took part in the network meetings. Many questions were raised by the OSH coordinators participating in the meeting. The OSH advisor is planning to compile all these questions as well as the answers in a FAQ (frequently asked question) document, which can be published on the BI website. The answers to the questions will be checked by the OSH advisor and SWEA, in order to provide quality assures advice to the OSH advisors on questions they frequently raise. The long-term plan is to use this FAQ document as a gradually growing dictionary.

Seminars arranged have dealt with the OSH responsibility of owner-managers of construction companies. There have also been several lectures about organisational and social working environment, as a follow-up to the new Swedish regulation (AFS 2015:4). In the Stockholm region, four such seminars have been held with about 25-45 participants at each seminar.

The OSH advisors also disseminate information in different ways and through different channels, for example through articles in journals and lecturing at the vocational training, the Construction Programme.

Member companies can also contact the advisor operating in their region by email or telephone. The contact may result in either a shorter question being answered or in more complex matters to be discussed. The OSH advisor may also make a workplace visit to perform an OSH audit or assist in risk assessments.

According to the BI, the OSH advisors mostly offer counselling on how to plan and implement preventive OSH work, either by answering questions over the telephone or by visits to the workplace. The advisors also perform voluntary safety audits for a workplace in order to identify possible risks and suggest appropriate measures. Common questions posed by the member companies are on:

- the OSH advisors and how to carry out their assignment;
- how to implement systematic work environment management according to Swedish regulation AFS 2011:1;
- needing a safety representative, but no one wanting that assignment, and what the company can do;
- how to go about controlling the exposure to silica dust; this kind of question often requires advice that is concrete and detailed and is aimed at solving the problem of exposure to silica dust.

The experience of the OSH advisor in the Stockholm region is that those owner-managers contacting her are usually knowledgeable about and interested in OSH.

The OSH advisors have a close working relationship with local and regional managers within BI around the country, utilising the managers' personal networks to reach out. The OSH advisors also have regular contact with the labour inspectors at SWEA and the trade unions that organise workers and managers within the construction industry.

The OSH advisor in the Stockholm region states that cooperation with the trade union, Swedish Building Workers Union, is important. One field of cooperation is OSH training. The OSH advisor arranges basic OSH training courses for owner-managers of construction companies and safety representatives together with the trade union, Swedish Building Workers Union. In the Stockholm region, about 7-8 courses are carried out every year, with about 25-30 participants at each course. At Gotland (a large island that is part of the Stockholm region) one course is arranged annually. In the courses, the most

important message according to the OSH advisor in the Stockholm region is the importance of cooperation regarding OSH between owner-managers and safety representatives and workers.

The quality of the advice depends on the competence of the advisors in combination with their ability to adapt the advice to the member companies. The low turnover among the OSH advisors is an advantage.

When the OSH advisors started working, they made use of their existing experiences as well as the Construction Confederation's experiences of what works in order to reach out to and support, especially, MSEs in the construction sector. When working as an OSH advisor, there is a constant discussion about what to do and an exchanging of experiences between the OSH advisors. This exchange is facilitated by regular meetings with all OSH advisors. The group of OSH advisors is small and the OSH advisors know each other well, which facilitate exchange of experiences.

The six OSH advisors meet regularly, with at least four meetings on site annually. For 2017, additional monthly Skype meetings are planned. The advisors also contact each other whenever considered to be needed through email and chat-forum. These meetings and the communication is essential in order to make use of each other's competences and experiences. The advisors have different backgrounds, even if all of them in some way have experience from the construction sector or OSH or safety. Two of the advisors have been working at SWEA. This mixed background is an advantage, as the OSH advisors contribute with different experiences. One important outcome of the meetings and cooperation is the development of a unanimous view on common questions, which is essential when representing the Swedish Construction Federation and giving advice on OSH.

As a complement to the OSH advisors, there is a reference group with representatives from member companies, which meets a few times a year. The reference group discusses current topics relating to the OSH advisors work, such as new regulations from the authority, and they may initiate different activities carried out by the OSH advisors. The reference group sometimes also serves as a steering group for projects initiated. One such project is the ongoing updating of a web course in order to make it interactive and a pilot study about safety parks that are planned to be a kind of training site for safety training.

- **Results and evidence of impact**

According to Berndt Jonsson, the national project leader of A safe working place, the OSH advisors are highly appreciated by the construction industry in general, and by the member companies specifically. A member survey to the members of BI shows that 89 % of respondents are satisfied with OSH advisors. This is the most appreciated service provided by BI. No formal evaluation of the investment in OSH advisors has been performed yet, but is possibly taking place when the project has formally ended. However, follow-up inquiries are usually made as part of the activities arranged such as seminars and courses.

The OSH advisor from Stockholm estimates that about 75 % of the companies she is in touch with are MSEs, most of them with 15-50 employees, which means that micro enterprises are not reached as effectively as small enterprises with more than 10 employees. The large enterprises do not use the OSH advisors support to the same extent as MSEs, as they have their own OSH experts.

As an example of the outreach of the OSH advisors activities, in the Stockholm region there are about six information seminars per year and four network meetings, each with 25-45 participants. There is no scientific evaluation made of these seminars and meetings, but after each course there is usually an inquiry to the participants. In general, these inquiries show a positive result and the rating is higher than 5 on a scale from 1 to 6 (with 6 being the best rating). Participants find the information interesting and useful.

According to the statistics from 2015, the six advisors met with 4,800 people from the member companies, representing 280 establishments. The OSH advisors have dealt with more than 350 questions from the member companies. The advice given to the construction companies contacting the OSH advisors is mainly advice tailored to the company, their questions and needs.

Since July 2014, when SWEA increased the number of provisions that carry a sanction fee when violating a rule, the OSH advisors perceived that their services have been more sought after by the companies.

- **Learning from weaknesses and failures**

No specific need for improvements in the concept as such has been formulated at this stage. There is, however, always the question about availability of time and other resources for the OSH advisors. Now, there are six advisors distributed across the country, and especially the most northern regions are geographically very large with long distances to cover for an advisor doing workplace visits.

A shared experience is that the OSH advisors work needs to be adapted to the geographical conditions. In, for example, Stockholm it is possible to arrange a breakfast seminar but in a small town, a breakfast seminar will hardly get any participants, as a result of the lower density of construction companies. New approaches develop, for example to include OSH activities in other activities arranged for and gathering construction companies. A challenge in arranging these activities is that not all construction companies are aware that they need OSH support.

One of the activities carried out by the OSH advisor in Stockholm was giving OSH information to the students at the high school construction programme. The OSH advisor and a representative of Swedish Building Construction Workers Union were appointed to give a three-hour lecture about OSH in construction to students in Stockholm. The students were, however, less interested than anticipated. The conclusion from the OSH advisor is that there is a need to develop better methods to inform and train students at the construction programme about OSH.

- **The future of the good example**

As for now, the OSH advisors and the entire A safe working place project is planned and financed for five years. According to the project leader, the BI is already working on plans to make the OSH advisors permanent, but it is necessary to secure funding. If external funding is not available, it is possible that the services will have to be partly financed by a fee for using the OSH advisors.

The aim for the years 2017-2020 have recently been discussed and are:

- to inspire and provide information to the member companies about OSH;
- to initiate, lead and support forums and meetings where the main OSH issues can be raised, discussed and solved;
- to cooperate with the Swedish Building Workers Union and other member organisations within the Swedish Construction Federation regarding OSH.

The plan for 2017 is to start a project about young workers at construction sites. This project will be carried out together with the Swedish Building Workers Union. The aim is to develop policies and routines on what is needed when young workers under 10 years of age are working at construction sites, in order to be able to provide guidance on good practice in dealing with young workers at the construction sites.

The OSH advisors start new projects on themes considered to be as important as the one described above about young workers. Another project that has been discussed is about construction workers from other countries, in order to find methods to deal with language barriers and ensure that foreign workers also get informed about and follow the safety rules when working at Swedish construction sites. Since a few years, a ‘silent book’ has been available from the Swedish Construction Federation, which illustrates how to achieve good safety through illustrations without text, which is designed to reach out to construction workers who do not read Swedish or who do not like reading. There is also a discussion about a new project concerning the borderland between the responsibility of the building proprietor and the building contractor. A new organisation, Safe Construction Council, has been established by the Construction Federation and some of its members together with the building proprietors’ organisation and a few major building proprietors.

Every year a reflection day/safety day is arranged, were construction sites are encouraged to discuss safety. The theme for 2017 is accidents related to vehicles and collisions, for example when reversing vehicles and driving truck mixers at construction sites.

- **Conclusions**

Key factors for success of the OSH advisors as a good example are that:

- The OSH advisors are easy accessible for the member companies free of charge, so that also companies with limited resources can get assistance in improving the proactive OSH management work.
- The OSH advisors work on several arenas offering various services to cover the needs of MSEs in the construction sector, for example information on rules, audits, risk assessments, suggestions for risk reducing measures and arranging training courses and seminars.
- The advice provided is very concrete, dealing with topics that the member companies consider important and reflecting good practice in the sector.
- Even if the OSH advisors are available for all member companies in the BI, it is especially useful for the large number of MSEs that otherwise would have difficulties in securing necessary funds and time to find and assimilate the required information and knowledge about OSH management in practice. Larger construction companies often have well-educated in-house OSH managers who works solely on OSH matters. In smaller companies this task must be shared with other operative tasks, from writing tenders and bookkeeping to practical construction work on the sites.
- New projects are started on topics that the member companies are interested in, in order to develop and provide good practice.
- The existence of sanction fees increases the MSEs' interest in and motivation for OSH management in order to avoid sanction fees.

The OSH advisors reach out to the members of the Swedish Construction Confederation, which covers about 7 % of the companies in the sector, self-employed excluded.

- **Transferability of the results**

The concept of free of charge OSH advisors could easily be transferable to the same sector, as well as other sectors, within other Member states. There are, however, some important conditions without which this kind of initiative would not be possible. Personal support is expensive and requires substantial funding. The OSH support provided is based on contacts with the construction companies, which is available and developed through the existing networks within the Swedish Construction Federation. The OSH advisors need to have the competence to provide concrete and practical advice to the companies.

- **References, key literature, web pages and so on**

Arbetsmiljöverket (2016) Arbetsmiljöstatistik Rapport 2016:1 Arbetsskador 2015 Occupational accidents and work-related diseases.

BI (2016a), Sveriges Byggindustrier. About The Swedish Construction Federation. Retrieved at: https://www.sverigesbyggindustrier.se/english

BI (2016b), User statistics from Berndt Jonsson on OSH advisors during 2015.

SCB (2017), Företagsdatabasen (the enterprise database) accessed 2 January 2017. Available at: http://www.scb.se/NV0101

Interview with Berndt Jonsson (12 January 2017), national project leader for 'A safe workplace' including the OSH advisors.

Interview with Ann-Charlotte Rand (20 December 2016), OSH advisor.

▪ Good example 15. Consultancy service in OSH and face-to-face consultancy on site to increase employers' OSH knowledge and to support OSH management - Estonia

Marina Järvis and Charles Woolfson, the Tallinn School of Economics and Business Administration, Tallinn University of Technology (TTU).

In collaboration with Rein Reisberg, Anni Raigna, Meeli Miidla-Vanatalu and Kaire Saarep, Labour Inspectorate, Estonia.

▪ Background

The national programme, consisting of two parts: (1) consultancy service in OSH and (2) face-to-face consultancy, was been launched by the Labour Inspectorate in order to support OSH management in MSEs. However, all other Estonian enterprises and organisations can also participate in the programme.

1) The consultancy/consulting service was established in cooperation with local authorities in 2008 (funded by the European Social Fund and the Labour Inspectorate).

2) In addition, consultants can be invited on site by an employer, in what is called 'Face-to-face consultancy' or 'Corporate working environment counselling service'. This service was established in 2014 and includes consulting services on site in the field of OSH, implemented by the Labour Inspectorate, in order to help employers to fulfil legal requirements as well as to improve safety culture in Estonian establishments. The project started in 2014 and has funds for five years. The programme was initiated by the Labour Inspectorate and was funded by the European Social Fund during 2014-2015 within the project 'Reducing work-related health risks and improving the quality of workplace relations, 2010-2014' and since 2016 within the project 'Retaining work capacity and sustainable development of the working environment, 2016-2020'.

▪ Target group

The programme has been developed to suit all Estonian companies from different sectors. The focus of the programme is mainly on MSEs, where generally there is a lack of resources provided to OSH as well as lack of professional competence in health and safety. Seeing as the economy of Estonia is almost entirely dominated by MSEs, the majority of the participants in the programme are MSEs from different branches of industry (manufacturing, wholesale and retail trade, transport and storage, agriculture, construction, public services and so on). All companies may use information about good workplace practices that is available on the Labour Inspectorate website and are free to implement them in their companies.

All sectors are covered by the Face-to-face consultancy services, except mining. However, the programme is mainly used for sectors with workers with different levels of education, where employees have vocational training or no vocational training. Based on the data from the Labour Inspectorate, it is possible to name sectors where face-to-face consulting services are required more often: metal industry, food and textile industry, plastics, metal-working and printing industry, construction, car maintenance and repair.

Most of the sectors have B2B companies and other clients, where demands from the clients may concern OSH issues. In some MSEs clients from large companies and/or the corporate/owner company may affect OSH management. However, this external influence is indeterminate and cannot be precisely specified in most cases.

Some of the sectors work on the premises of their clients, for example cleaning companies, construction, where the worksite is continuously changing and it affects working conditions. Most of the other sectors concerned by the programme work on their own premises, however, and have stationary workplaces.

In some sectors (Horeca, transport and storage), there are economic vulnerabilities that need to be considered. Many sectors (e.g. transportation and logistics sector) are extremely vulnerable as a result of their small scale and the difficulty of long-term planning in a market with unpredictable events. The level of business vulnerability of the Horeca sector is high considering the high competition, dependency on political factors (particularly with Russia) and economics. The same considerations also apply to tourism development in Estonia.

Based on data from the Labour Inspectorate, there are several target groups that might not be reached by the programme, for instance MSEs from Horeca sector (catering, hotel, coffee shops). The level of business vulnerability of the Horeca, transportation and logistics sectors is high considering the high competition, dependency on political factors (particular with Russia) and economics, as well as fluctuating levels of tourism development in Estonia (with a sharp downturn in the number of visitors from Russia). In general, companies in this sector are MSEs with limited financial resilience and which have to compete in a crowded market for contracts and exist in a relation of wider dependency on clients who may chose from an array of similar companies or establishments for the services they require.

Because of the voluntary approach towards improvement of working conditions and the voluntary nature of participation in the programme, those MSEs not interested in OSH management or which have not started improving working conditions are not reached, because they are not interested in acquiring relevant OSH information.

- **Description of the good example**

The Labour Inspectorate has set its aim of helping employers and employees and, in addition to being a supervising authority, also aims to be a counselling institution and only use penalties as a last resort.

The Labour Inspectorate provides consulting services in OSH in order to help employers manage OSH as well as to improve safety culture in Estonian establishments, with a special focus on MSEs and start-up companies (e.g. new employers). The current programme is voluntary for employers and employees.

The consulting service in labour relations and OSH is organised via telephone access, at the offices in different parts of Estonia as well as at the company. The Labour Inspectorate has 16 offices and 9 consultancy agencies in different locations in Estonia, including small towns and communities that are far from the area of the capital. The consulting service is open for free OSH advice once a week in 25 different Estonian towns. In addition, the consulting service is provided via telephone and email from Monday until Friday, from 09:00 until 16:30. Four lawyers and one OSH expert/counsellor provide advice over the telephone. At the same time, it is possible to meet with labour lawyers.

Relevant information about labour law and labour relations (e.g. management of different employment situations, scope of employment, employment rights, the contract administration, wages, working hours, compensation, holiday, pregnancy/maternity pay and leave, working conditions and other relevant documentation) is provided by experienced labour lawyers and consultants who explain to the employees and employers the various possibilities (and possible outcomes) in order to solve problems.

The incentives are mainly that the programme provides a good opportunity for an employer to raise working environment competence, to start dealing with OSH, to increase employees' awareness about OSH and labour relations as well as to improve existing OSH management systems together with the counsellor. The main aim of the programme is to help employers establish and maintain the OSH management system in order to ensure employees' safety and health and well-being.

During the provision of Face-to-face consulting service on site, in accordance with the needs of the employers, the working environment counselling may cover all issues relevant to the whole working environment or just a specific area, for instance: OSH documentation, employees training, protective and control measures and so on. The main task of the working environment counsellor is to find, in cooperation with the employer's representative(s), any workplaces and activities that should be improved, and to provide recommendations for possible solutions.

Relevant information about OSH issues (e.g. OSH management, control and preventive measures of health risks, workplace risk assessment, industrial regulation) is provided by counsellors, who have extensive work experience in the field of OSH at the Labour Inspectorate.

The working environment counsellor will visit the company only if the Labour Inspectorate has no pending administrative proceedings (including investigations of accidents at work) going on in the company.

Counselling takes place mostly as follows: first the employer's representative(s) and the counsellor will specify what the objective of the counselling is and what problems are important for the employer. After that, the counsellor, in cooperation with the employer's representative(s), will take a tour during which they will check out the working environment, observe the work process, talk with the employer's representatives and employees, and will give feedback and suggestions for improvement. The counsellor has the advantage of looking at the working environment as an external expert and find problems that the company itself is unable to see, either because of routine or lack of knowledge in the field of OSH. In addition, the counsellor will selectively read the company's documentation on the working environment (e.g. risk assessment, safety instructions and guidelines, registry of instruction, procedures for reporting and investigation of occupational accidents, incidents and near misses, control measures, dangerous chemicals, selection and provision of the PPE) and give recommendations for improvement or amendments, if needed. After the visit, the counsellor will send the employer a written summary with recommendations for activities that are needed in order to create such working environment that conforms to OSH requirements as well as to improve employees' safe behaviour and well-being. Many companies asked counsellors to evaluate the effectiveness of the existing OSH management (e.g. using different key performance indicators).

The information about the programme has been disseminated through several parallel channels. Social partners, in particular employers' representative organisations, are involved in the dissemination of information about the consulting services by promoting the current programme on their websites and during sector-specific activities (workshops, training courses, conference and seminars).

In addition, the counsellors are also promoting their services by directly contacting (via telephone) MSEs from different sectors.

In addition, the information about the programme is distributed through different information channels such as the Labour Inspectorate website, web portal *Tööelu,* relevant OSH magazines and newsletters, social media and OSH conferences.

The current good example (two types of the consulting services) is funded by the European Social Fund and Labour Inspectorate.

The exact allocation of funds (around EUR 33,000 in 2017) for consulting services is divided between different activities: monitoring and tools, transport costs, media monitoring. The annual staff costs (for four counsellors and the head of the department) is EUR 121,303 in 2017. Other nine lawyers are payed by the Labour Inspectorate.

In total, it is estimated that the accumulated annual budget for the second part of the programme Face-to-face consultancy is about EUR 130,000. The exact cost is divided between different activities: salary of four counsellors (who are engaged in consultancy at the workplaces, organise short OSH courses and information days), training, transport and the costs of communication.

- **Results and evidence of impact**

The programme 'Consultancy service in OSH' started in 2015 and has funds for five years. There are four counsellors with higher education and extensive work experience from the Labour Inspectorate and a working environment specialist (safety manager). All counsellors have work experience in the field of OSH of more than five years (5-25 years). According to the data from the Labour Inspectorate, the consulting services were provided in 61 companies that received face-to-face consulting services in 2015 and 212 companies in 2016. In total, around 8,900 workplaces were covered by the consulting services on site. At present, around 60 % of consulting services have been provided based on the employer's invitation and request. In other cases (40 %), counsellors or labour inspectors suggested to the employer to make contact and ask for counselling service within the programme. According to the data from Labour Inspectorate, around 1,500 suggestions for improvement of working conditions and 750 advice and recommendations were given to the employers. In general, there were 4-10 suggestions for one company in 2016 of to how to improve OSH management and working conditions.

The most common topics that were discussed during the consulting services in the companies are as follow:

- the low quality and indifferent content of risk assessment, as well as further OSH activities based on the results for risk assessment (e.g. safety measures);
- absence of or insufficient safety guide and manuals;
- inadequate and unused safety programmes;
- the absence or insufficient OSH instructions and training of employees, particularly of new employees. Lack of appropriate information and supervision over compliance with safety precautions;
- lack of risk management, safety audit;
- lack of occupational health services (e.g. health examination and so on);
- deficiencies in the risk management of chemical agents (handling and storage of dangerous chemicals, lack of chemical safety data sheets, inadequate PPE);
- office ergonomics;
- poor maintenance and technological control of machinery and equipment (e.g. safety precautions, warning labels and signals);
- insufficient first aid;
- absence or insufficient procedures of recognition, reporting and analysing occupational incidents, accidents and near misses;
- carelessness (safe behaviour) and unrestricted access to the dangerous areas;
- problems with movement roads, lifting operations and so on;
- fire safety and so on;

The evaluation of the efficacy of the programme is not yet finished by the Ministry of Social Affairs. The evaluation of the other part of the programme Face-to-face consultancy is based on feedback from employers about counsellors' work. However, based on the assessment of labour inspectors, the OSH conditions in those companies that have participated in the programme have been continuously improved. Some positive feedback was also received during the interviews for WP2.

Employers have reported that they gained new and valuable OSH knowledge, and relevant and practical advice on how to improve working conditions or on how to compile documents required by OSH regulations. The main focus is on MSEs and start-up companies (e.g. new employers) who have just started their activity. There is no limit for usage of the consulting services.

There is also some evidence of the impact of the consulting service available from the Labour Inspectorate: there are 43,778 persons (employers and employees) in 2015 and 56,352 persons in 2016 who received OSH counselling (in the field of OSH and industrial relations). This is 5 % more than in 2015 and 12 % more than in 2014. The majority of persons received consulting services via telephone. Lawyers provided counselling for 4,099 persons in different parts of Estonia and 2,579 persons in 2016 (during the first nine months). In addition to that, the number of persons who received counselling via email in 2015 was 5,586. Furthermore, 212 companies received consultancy services on site in 2016.

The evaluation of the efficacy of consulting services provided by the labour lawyers and consultants was made through the assessment survey annually for the last three years (2014-2016). For example, the results from the last assessment survey (online questionnaire and telephone interviews) have demonstrated the increase on satisfaction and usefulness of the provided consulting services, in particular among non-Estonian speaking employers and employees. The sample of 1,587 respondents (response rate was 36 %) consists of employers and employees who used consulting services in 2015-2016. The results revealed that 93 % of respondents were satisfied with provided consulting services via telephone (e.g. relevant, understandable and useful information) and many respondents used telephone consulting services more than once per month. Key factors that motivate participants to use consulting services are effective and fast way of obtaining relevant and reliable information (87 %), competent information (89 %) as well as friendly and helpful personnel (94 %).

There is no systematic follow-up system organised for the programme evaluation. However, some positive feedback was also received during the interviews of the SESAME project's WP2. In the case of studies with MSEs in WP2, the programme was mentioned several times and received a positive feedback in particular from employers.

The feedback from participants and results from the assessment survey are the main motives and incentive for improvement and further development of the programme. However, based on the assessment of labour inspectors, the OSH conditions in those companies that participated in the programme have been continuously improved.

The key success factors that make establishments participate in the programme are:

- The programme is free of charge for the employers and employees.
- There is good accessibility of the provided consulting services in OSH and labour relations.
- According to the data from the Labour Inspectorate, provided consulting services are flexible, they can and do drive step-change improvements in OSH management.
- Consulting services are provided by the OSH counsellor and lawyers who have relevant higher education and long-lasted experience at the labour Inspectorate, which gives legitimacy among employers. Based on the feedback received from the employers and employees by the labour Inspectorate (from the Assessment Survey, carried out in October 2016), it was revealed that received advice and recommendations are relevant and that sustainable outreach activities fit well into business understanding.
- The consulting services provided are accessible and convenient, based on data from annual assessment survey (Assessment Survey, 2016). For example, 96 % of letters from employers and employees received a response to their questions within one week and 54 % of the letters within one day. An average call waiting time, for example in September 2016, was only 70 seconds.
- Qualitative and reliable consulting services are free of charge to the employer and are received in a fast and convenient way.
- Consulting service on site is practically oriented and easy to use. Employers together with OSH counsellors may solve specific problem(s) and receive relevant advice in the field of OSH. According to the data from Labour Inspectorate, these services are needed particularly for MSEs, where resources (knowledge, financial, human) provided for OSH are limited and insufficient. Competent and experienced lawyers and counsellors provide relevant and practically oriented OSH information to the employers and employees, often focused on a solution for a specific OSH problem. In addition, it gives legitimacy among participants.
- It results in involved and satisfied workers, because the counsellors try to talk to them during the visit(s).
- It has made an impact on all sectors and establishments from all sizes, particularly on MSEs.

- **Learning from weaknesses and failures**

The programme is new and it is too early to say how successful and sustainable it will be, but the start has been promising and many employers have been looking for advice during the first year of service.

One weakness is low awareness among employers about this service and there is a need to promote it using different communication channels and more involvement of social partners in discussion of the need and possibilities for the further development of the good example.

The consulting services are provided by the counsellors working at the Labour Inspectorate. This caused slight confusion for employers at the beginning, as they were afraid of being controlled by the labour inspector. Based on the data from the Labour Inspectorate, many employers hesitate and feel unsure of how to be voluntary involved in the programme and how to ask for advice from experts (counsellors) at the labour Inspectorate. However, a lot of effort is applied in order to making clear the role of the counsellor who is engaged in consulting services and to explain to employers that the counsellor will not conduct state supervision over the company (as a labour inspector).

Based on the data from the Labour Inspectorate and the assessment survey (Assessment Survey on satisfaction with provided consulting services by Labour Inspectorate, 2016), the main development is seen in increasing the OSH competence and level of knowledge of the counsellors and lawyers, who are engaged in consulting services. In addition, there is a need to improve technological solutions and

different communication channels, such as Facebook and Skype, in order to enhance consulting services and to make them more efficient, accessible and extensive.

At the same time, the current survey has demonstrated some shortages in provided consulting services, such as lack of specified and detailed information (e.g. too general information) or contradictive information by different counsellors and lawyers, too long waiting time or ability of the counsellors and lawyers understandable communicate in other languages, for instance in Russian or in English.

Based on data from the Labour Inspectorate, there is lack of resources provided for the labour lawyers. As a result, there is low job satisfaction among labour lawyers and high staff turnover, particular among experienced and competent labour lawyers that might influence the quality of the provided services.

- **The future of the good example**

The programme of providing corporate working environment consulting services 'Face-to-face consultancy' will continue by the labour Inspectorate until 2020. The Labour Inspectorate is planning to extend the spectrum of the provided consulting services, for instance by involving media (interviews, articles) and organising OSH information days and OSH courses.

- **Conclusions**

The organisation of the national programme is dependent on several contributing factors, such as Funding from the European Social Fund and being provided resources by the Ministry of Social Affairs (for the Labour Inspectorate).

Wide exposure in multimedia and social networks contributes to the dissemination of the programme.

The impact from the programme is:

- Based on results from Assessment Survey (2016), the current programme helps to develop the positive attitudes and perception towards OSH in MSEs as well as encouraging employers to conform to all legal requirements.
- According to data from the Labour Inspectorate, there is an impact on many sectors, such as manufacturing, agriculture, construction, and establishments of all sizes, particularly on MSEs.
- The programme results in involved and satisfied workers, because the counsellors usually also talk to them during the visit(s).
- Transferability of the results

The current good example can be easily transferred and used by other countries to help new employers from MSEs to establish an OSH management system and to enhance safety culture.

- **References, key literature, web pages and so on**

Factsheet of provided corporate working environment OSH counselling services: http://ti.ee/est/meedia-truekised-statistika/teavitustegevus/truekised/toeoeinspektsiooni-tutvustavad-materjalid/

In English: https://issuu.com/tooinspektsioon/docs/ti-konsultatsiooniteenus_eng

Schedule/period for consultancy services over Estonia: http://ti.ee/est/organisatsioon-kontaktid/toeoeinspektsioon/toeoeinspektsiooni-vastuvotuajad/

Discussion at the Ministry of Social Affairs, Health Board and Labour Inspectorate, 18 May 2016.

Interviews with Rein Reisberg (Labour Inspectorate, chief specialist on OSH, responsible for the face-to-face consultancy/corporate working environment counselling service and Meeli Miidla-Vanatalu (Director of the department of Industrial Relations supervision), responsible for the Consultancy service in the field of OSH and industrial relations (9 May 2016, 24 October 2016).

Interview with Anni Raigna (Labour Inspectorate, head of the department of Industrial Relations), 12 January 2017.

Interviews with employers and employees of MSEs of SESAME Project, 19 November 2015-30 June 2016.

Interview with Kristel Plangi, EU-OSHA focal point in Estonia.

Assessment Survey (2016), conducted by Turu-uuringute AS (in Estonian). Rahuolu Tööinspoektsiooni nõustamisteenusega. Uuring teenuse kasutajate seas. Turu-uuringute AS, October 2016.

4.4 Non-OSH intermediaries engaging in OSH

Several of the good examples rely on cooperation between organisations engaged in OSH and non-OSH actors taking responsibility for OSH. The advantage with this approach is that the non-OSH organisations usually have a high coverage and a large contact surface within the sector, facilitating effective and cheap dissemination of the OSH message and support. The involvement of these non-OSH actors often imply that OSH is integrated in a context where the focus is on other business issues but OSH.

Intermediaries without regulatory power

Good example 16. Estonia

National programme: OSH training for agriculture advisors. OSH information days for agriculture in different regions of Estonia

Good example 17. United Kingdom

The Health and Safety Executive's Estates Excellence Initiative

Other authorities and regulatory bodies

Good example 18. United Kingdom

The General Pharmaceutical Council as an OSH support for pharmacies

Good example 19.United Kingdom

The Care Quality Commission — impact on OSH in small companies in the care sector

Good example 16. National programme: OSH training for agriculture advisors. OSH information days for agriculture in different regions of Estonia - Estonia

Karin Reinhold and Charles Woolfson, the Tallinn School of Economics and Business Administration, Tallinn University of Technology (TTU).

Background

EU Regulation No 1306/2013 requires for each country to ensure a comprehensive farm advisory system offering advice to make farmers more aware of the relationship between agricultural practices and management of farms on the one hand, and standards relating to the environment, food safety, public health, animal health, plant health and animal welfare on the other hand. Estonia has established the Estonian agricultural and rural advisory service, which has set up an advisory centre in every county (15 altogether). Farmers can turn to advisory centres with various questions to which the advisers provide answers. One of the areas advisors consult on is OSH. In order to do that, each advisor willing to become a consultant in OSH matters has to pass through an extensive training course and obtain a certificate.

Competent agriculture advisors should be able to consult and provide occupational health services (such as risk assessment) to all agricultural enterprises, regardless of the activities. Many owners of small businesses in agriculture have no time to participate in OSH training themselves as health and safety often is not a priority in agriculture sector; however, they know that the basic requirements have to be fulfilled. With the help of educated agriculture advisors, OSH matters can be systematically covered. During informative days on OSH, the need to deal with OSH matters has been extensively discussed by experts and necessary contacts of agriculture advisors given.

The project about OSH training for agriculture advisors was initiated by the Ministry of Rural Affairs and Rural Development Foundation.

In 2012-2013, the Rural Development Foundation funded (budget: EUR 15,000) one-year academic training in OSH for 13 agriculture advisors (different regions in Estonia) in order to increase their competency of being able to advise farmers on OSH.

Target group

The programme is aimed for the agricultural sector and involves many different agricultural activities.

The agriculture sector is a large sector in Estonia. According to Statistics Estonia, there are over 13,000 units engaged in agriculture, forestry and fishing (over 8,000 sole proprietors, over 4,500 companies and almost 300 non-profit associations). The main businesses that are common in Estonian agricultural sector are engaged in fishing, maize cultivation, oil cultivation, pig breeding, meat production, sheep breeding, egg production and horticulture.

There are no enterprises with more than 250 employees in the agricultural sector in Estonia; the majority (in 2015 — 12,776 units) belong to enterprises that employ less than 10 people (Statistics Estonia, 2016). Therefore, OSH training for agriculture advisors and information days are highly relevant to MSEs in the agriculture sector.

It is a sector-specific programme, which has increased the health and safety level among the agriculture sector where the safety culture is at a lower level than in many other sectors, and OSH activities have been largely neglected as a result of low-skilled workers (their OSH awareness and motivation are insufficient), time pressure during summer time, lack of resources to invest in OSH and small businesses where the owners of farms have to deal with all issues, including health and safety, themselves (Kempinen and Kurppa, 2004). During the interviews of SESAME project in small agricultural companies, most of the owners had been in contact with the advisors and confirmed that they had received some relevant help in OSH matters.

- **Description of the good example**

The aim of the OSH training for agriculture advisors was to give extensive knowledge in OSH in order to prepare advisors to advise farmers as well as offer OSH services for them (e.g. conduct risk assessment, prepare relevant documents that correspond with the legislative OSH requirements, and give advice on assessment and evaluation of occupational hazards and on preventive and control measures). Therefore, the study programme was put together with the topics, from both occupational hygiene and occupational safety. The programme was called 'Academic training for occupational hygienists'. Participants who successfully passed the course possessed theoretical and practical skills in order to identify, measure and analyse the results of occupational hazards; to assess the risks arising from these hazards with the intention to prevent occupational diseases, work-related diseases, maintain and promote workers' health and workability.

The training programme was carefully compiled by OSH experts. Several meetings preceded the training programme. The Ministry of Rural Affairs approved the training programme and assessed it to be adequate and of high quality. During the OSH training programme, the participants were continuously asked to give feedback about the relevance of the subject in the agriculture sector and if needed, some minor corrections were made.

The volume of the training was 112 hours of classroom work and 72 hours of independent work (including measurement of occupational hazards and conducting risk assessment in a business in the agriculture sector). The themes covered during the course by several competent lecturers were the following: OSH system in Estonia, the basic legal requirements for OSH activities in an enterprise, health inspection, occupational diseases, measurements of occupational hazards, the theoretical and practical knowledge of physical, chemical, biological, physiological and psychological hazards, risk assessment, machine safety, safety guidelines, in-service safety training, safety signs, requirements for labour relations. All topics were illustrated with examples from agricultural sector. The course took place once a week for eight academic hours and finished with a written exam. In addition, each participant had to conduct a risk assessment in a micro or small enterprise in the agriculture sector (some selected dairy farms, some selected maize cultivation companies and so on). All 13 agriculture advisors passed the exam successfully and obtained a certificate of occupational hygiene training. During the training programme, which lasted for one year, the advisors met regularly and were able discuss the problems with each other and compare the burning issues in different counties as well as businesses in Estonia. This was a good starting point for discussions between advisors and lecturers in order to relate general OSH topics with agriculture sector.

Later, in 2014 and 2015, OSH information days were organised in six counties to promote OSH activities in agriculture. For example, in March 2014, agriculture advisors in counties Lääne and Hiiu organised an information day called 'Occupational safety and health in agriculture', which was funded by Rural Life development plan training measure 1.1, where the advisors explained the legislative requirements in OSH and explained the peculiarities of OSH activities in the agriculture sector. The information days were free of charge for all farmers. In addition, in March 2015, the Estonian Chamber of Agriculture and Commerce, organised an information seminar called 'Burning OSH problems in agriculture' where all farmers and advisors were invited and farmers could obtain a better understanding of how advisors are able to help them in OSH matters. The information days were assessed as useful and beneficial by the farmers.

- **Results and evidence of impact**

As of 1 March 2016, the number of advisors with a professional certificate was 203 (including 54 in financial economics, 23 in animal husbandry, 30 in plant production and 14 in other areas concerning rural life and 82 in forestry (Statistics, 2016)), but only 13 received the OSH training. However, those 13 have been very active and the researchers' visits to farms (SESAME project and additional visits outside of the mentioned project) have shown that many of the farmers have received relevant help in OSH matters thanks to advisors who participated in the programme.

No scientific evaluation is available about the programme, but advisors who received training have given feedback and all of it has been positive. The feedback has been gathered via telephone interviews where advisors emphasise the practicality of the training course and the sector-specific efforts to provide

OSH information and knowledge. Telephone interviews revealed that the advisors consult on average about 5-10 farming units per month on OSH matters (both via telephone as well as on site), in total making contact regarding OSH with about 65-130 farms every month.

The key success factors that make MSEs in agriculture sector benefit from OSH training for agriculture advisors and OSH information days for agriculture in different regions of Estonia are:

- In comparison with many other OSH courses, this OSH training was long, lasted for several months and took place in the academic environment (Tallinn University of Technology) where lecturers were carefully selected.
- Training programme was sector specific and concentrated on only working environment and safety culture in agriculture.
- Thirteen agriculture advisors, during the training programme, met regularly for one year during the training and could discuss the problems and share knowledge with each other.
- Agriculture advisors who received training are located all over Estonia and therefore are able to consult companies in remote areas.
- Agriculture advisors are well recognised and have a high legitimacy among farmers in their basic capacity as non-OSH advisors, which can be used to give legitimacy also to their OSH advice.
- OSH information days took place in small towns in Estonia, which improved farmers' accessibility to OSH knowledge.

Advisors who participated in the training course found it beneficial and some of the advisors state that they are supporting farmers on OSH matters on daily basis. In their opinion, each agriculture advisor should have the ability and knowledge to advise farmers on OSH as often as the farmers ask for consultation in complex matters including OSH.

- **Learning from weaknesses and failures**

It is difficult to identify major weaknesses in the programme. There have been comments on the limited funding, which allowed only 13 advisors to participate in the training programme. In order to provide more extensive support in OSH matters for farmers, it is important to train several more advisors in different counties.

- **The future of the good example**

The negotiations are currently ongoing between authorities to arrange new training programmes for the rest of the agriculture advisors.

In Estonia, there have been only very few programmes (e.g. asbestos risks in construction) that address OSH in sector-specific perspective and therefore this good example is unique.

- **Conclusions**

The OSH training for agriculture advisors and information days for agriculture in different regions of Estonia can be presented as a sustainable example on account of ongoing consultation of farmers by agriculture advisors who received the OSH training, bringing the OSH knowledge to rural areas where experts are lacking and raising awareness of OSH importance in farming through information days. However, there is no systematic assessment and evaluation of the possible impact and effects on OSH in national level.

Agriculture is a sector where OSH level is lower than in many other sectors and OSH activities have occurred less — so the programme was highly needed and appreciated in order to raise awareness and knowledge about health and safety in the working environment. The example can be estimated as successful due to several factors such as training programme being extensive and lasted for one year,

carefully selected topics, sector-specific examples; trained advisors who can reach remote areas and so on.

- **Transferability of the results**

Similar training programmes can be organised in different sectors as well as being applied to any country context, but that can be realised only if some kind of body (such as the advisors in agriculture sector) exist and it is possible to interest them in cooperation regarding OSH.

- **References, key literature, web pages and so on**

Statistics Estonia. Statistical Yearbook of Estonia 2016. Available at: http://www.stat.ee/277639

Kempinen, M., Kurppa, K. 2004. Sectoral profile on occupational health and safety in Estonian agriculture. Occupational health services in Estonia. Helsinki: Finnish Institute of Occupational Health, 53-58.

Estonian agricultural and rural advisory service. Statistics 2016. Available at: http://www.pikk.ee/en/advisory-service/advisers#.WA9V4k27p9A

Discussion at the Ministry of Social Affairs with representatives from the National Institute for Health Development, Health Board and Labour Inspectorate (meeting, 18 May 2016).

Interview with Piia Tint, the Head of Working Environment and Safety Department, Tallinn University of Technology, 15 September 2016.

Interviews with employers and employees of MSEs of SESAME Project, 19 November 2015-30 June 2016.

Good example 17. The Health and Safety Executive's Estates Excellence Initiative – United Kingdom

Claire Evans, Emma Wadsworth and David Walters, the Cardiff Work Environment Research Centre (CWERC) at Cardiff University.

Background

The Health and Safety Executive's (HSE's) Estates Excellence (EE) Initiative was launched on a national basis in 2012 (although only within targeted areas) after having been piloted in six locations across the south-east of England during 2009-2011. It emerged from the 2009 strategy document, *The Health and Safety of Great Britain,* which called for a broader perspective with greater involvement of a wide range of public and private sector stakeholders, envisaging businesses working together in order to create healthier, safer workplaces, based on the building of competence and strong leadership. It also pledged customised support for SMEs.

The initiative brings together business owners, commercial landlords and expert partners to improve health and safety on their sites, for example, within industrial estates, high streets, commercial premises with multiple businesses.

Funding

EE is currently funded from the HSE budget (i.e. ultimately by central government). Since 2010, however, central government funding to the HSE has been reduced by more than 30 %. Some reports suggest that the HSE is currently exploring other funding options for making projects self-sustaining, possibly through financial support from the social responsibility budgets of partner organisations. The HSE is also apparently exploring the option of converting the programme into a social enterprise company.

Target groups

The initiative aims to support 'hard-to-reach' SMEs (including micro enterprises). EE targets support to 'hotspots'. These are typically industrial estates with higher than average accident and ill-health rates, or areas where Department of Health and local authority data show early morbidity and mortality. Within these selected estates, EE aims to visit every small business (identified as being those with fewer than 80 employees).

Target group vulnerabilities

Interviews with those in MSEs in the construction sector as part of WP2 of the SESAME project made it clear that vulnerabilities tended to include lack of knowledge and expertise; lack of resources; and financial constraints.

Reach

There was clearly some concern among our interviewees that EE can never reach the numbers of small and micro firms HSE would like it to. This reflected two aspects of the nature of the scheme itself. First, targeting industrial estates necessarily limits the companies that will be reached — as those that are not based on such estates will not be included. And second, by providing an 'in-person' visit, those reached are limited by the number of visits that can be achieved, which in turn is heavily resource dependent; this is particularly problematic in the recent and current climate in which HSE is operating.

This was also reflected in the view of more than one of our interviewees that HSE had, for some time, been exploring approaches and initiatives that, after some 'pump-priming' and with ongoing support from HSE, could in effect be taken forward by other stakeholders — a further reflection of HSE's wider strategy more generally (see the United Kingdom national report). Most of those we spoke to felt that this kind of strategy tended to work well to begin with, but often faltered as other stakeholders have tended to want to limit their involvement to one-off or relatively short-term inputs.

- **Description of the good example**

Participation in the programme is voluntary and the services offered are free of charge.

EE is based on a 'partnership' approach, creating coalitions between health and safety experts from leading companies and other organisations, such as primary care trusts, county councils and trade associations, and regulators, including the HSE, local authorities and fire rescue services (FRSs), practitioner bodies and advisory groups. The HSE says that the 'branding' of EE is independent of any regulator or partner.

EE 'partners' provide support, guidance and tools that help businesses to break down the burdens — both real and perceived — of managing health and safety. They also aim to encourage businesses to improve standards by identifying the financial and non-financial benefits of good OSH.

The approach is described as being one of collaboration. In the words of the HSE, the programme is not 'enforcement-driven' and participation is voluntary. Businesses are 'invited' to take part and 'work with' EE representatives in order to both identify issues of salience as well as how to address them.

EE's initial contacts with businesses are designed to bring the project to the 'customers', informing them of the programme and raising their awareness of what is on offer. The EE programme has five parts:

- initial invitation contacts;
- leadership seminars;
- benchmarking visits;
- training;
- occupational health.

In addition to benefiting the participating enterprises, HSE sees the potential for EE schemes to benefit the partners involved (e.g. by raising their profile and their collaboration with each other), and for them to directly improve regulatory compliance generally, including in relation to OSH (as where visits identify concerns they are dealt with immediately or passed on to the appropriate enforcing authority, with follow-up visits carried out where necessary).

- **Initial invitation visits**

All businesses located in the target area are contacted by one of the partners. These contacts — usually face-to-face — take around 15 minutes. A brief outline of the project is provided along with an invitation to take part. Invitees complete a basic questionnaire. The EE visitor leaves behind a letter, as well as a number of leaflets on health, safety and fire. The visit and questionnaire enable enhanced targeting of future advice and literature.

- **Leadership seminars**

These are led by EE partners and delivered as one event for the whole community or as separate large and small business events. Every business in the target area is invited, along with local stakeholders. The half-day seminars are designed to encourage engagement, increase competence and commitment, and promote leadership.

- **Benchmarking visits**

All businesses that accept the initial invitation to be benchmarked are visited by EE officers/partners (EE partners who are not employed by the regulator receive training in conducting these visits). A preliminary visit is made before the main benchmarking exercise, so as to gather further information about the business. The benchmarking visits — which last between 60 and 90 minutes — then establish the business's current knowledge and practices and identify the support they would most benefit from.

A benchmarking visit typically consists of:

- an introduction to the EE programme;
- a walk around the premises, to gain an understanding of the business and to identify the key risks;
    - risk identification focuses on what is known about the risk within the organisation, what is being done to address any issues and what else needs to be done;
- completion of the self-assessment questionnaire, which covers both knowledge and standards;
- education and promotion, making participants aware of the website and community site, training events and providing participants with the EE information pack;
- concluding statements and addressing any final questions from businesses.

The reason for the visit is to help the business identify and manage their risks. However, if a serious risk is encountered during an EE visit, the business will be asked to voluntarily stop or change their practices. The visit will then continue. If the participating business refuses to stop the work and/or make changes, the EE Officer has the option of calling in an inspector to resolve the issue.

Where a benchmarking visit identifies a health-related issue, an occupational health professional will offer to visit to help identify the employees at greatest risk, explain the testing process and provide educational material. Tests are offered to up to five employees per company, covering audiometry, lung function, dermatitis and hand-arm vibration. A mobile health unit and technician then carries out the tests. Those identified as 'at risk' are referred to an occupational health physician for further advice.

- **Training**

The training workshops have been created specifically for EE. As with the leadership seminars, these have been designed so they can be delivered by the range of partners, not just the regulators (just as any health and safety professional can be trained to use the benchmarking tool — this 'pooling' of skills, resource and facilities has meant that EE has been able to offer free advice and training to the community).

The training is aimed at helping the audience identify hazards and implement sensible approaches to risk management. The 45-minute sessions are targeted at small business owners, employee representatives and managers, and are delivered by health and safety professionals from the EE partners. Attendees leave with commitment cards, listing the actions they need to take, along with guidance material.

A core of 18 training courses cover the following subject areas:

• **Get it Right —** giving a basic understanding of a wide range of topics, such as risk assessment or working at height.

• **Get Efficient —** looking at financial impacts of health and safety (mis)management on a business, and wider topics such as energy efficiency and sickness absence.

• **Get Healthier for Work** — for everyone's benefit.

The workshops are delivered within a 5-mile radius of the businesses, often on the estates themselves, within two weeks of the visits. All workshops are offered free of charge.

- **Occupational health**

EE provides free occupational health 'tasters' to help businesses understand their responsibilities and obligations in this area. The 'tasters' expose a business to relevant testing and advice but do not replace employers' responsibilities to provide full testing.

Where a benchmarking visit identifies a health-related issue, an occupational health professional will offer to visit to help identify the employees at greatest risk, explain the testing process and provide educational material.

The EE initiative thus aims to incentivise business, through identifying the financial and non-financial benefits of good health and safety management. It provides comprehensive information, through a variety of mechanisms.

- **Results and evidence of impact**

Since the pilot in 2009, the scheme has reached more than 6,000 businesses in total, with almost 5,000 people have attended training sessions. Latest figures suggest that the programme reached over 1,200 SMEs during 2015/2016, and since its full introduction in 2010 has offered free support to over 6,700 businesses[9].

In 2013, HSE carried out an evaluation of the first year of EE. The survey found that the EE projects completed at that point had been mostly successful. Its survey found that 98 % of the businesses that had taken part reported that they either had or were intending to make positive changes. These included upgraded systems and paperwork as well as more practical improvements, such as machine guarding and more communication with employees.

With regard to a number of specific projects run under the auspices of the scheme, impact data are available for some. In 2014-2015, five projects were run, including one in an industrial estate — 'Fish Island' — in London's Tower Hamlets. In this programme, the Tower Hamlets council and its partners provided seven days of 'bite-sized' training to 220 people from more than 40 businesses.

In 2015-2016, one project was run in the London Borough of Bexley. This project targeted industrial estates across the borough. At its inception, the aim was to reach 500 small businesses — however, more than 600 were involved, with over 300 people from 137 local business attending training sessions. More than 100 people received basic first aid training. The project also targeted three high streets in the borough, in the hope of attracting small retailers. However, this met with little success.

Another project, carried out throughout 2015, focused on the Port of Milford Haven and involved the port authority, the local authority, a Welsh advisory body (Healthy Working Wales), the local branch of the Institution of Occupational Safety and Health (IOSH) (the health and safety practitioners' organisation) and the HSE. The principle aims of the project were described as follows:

- through collaboration of key businesses, government agencies and professional bodies, to provide a sustained health and safety intervention over the course of a year to enable local SMEs the opportunity of health and safety support;
- raise awareness and deliver advice, help, guidance and free training on risks specific to SMEs located at nine industrial estates within the area;
- enable business of all sizes to discuss and share solutions to key risks;
- by highlighting key risks posed by individual businesses and sensible management precautions, enabling better understanding of real health and safety risks, thereby tackling the fear of health and safety, dispelling myths, developing ownership, protecting the workforce and encouraging growth.

[9] http://www.hse.gov.uk/aboutus/reports/ara-2015-16.pdf

- provide a legacy of further intervention in the area following completion of the project and a project model for use in the wider local area.

The first event focused on contractors involved with the port itself. It was held in the evening, to try and maximise the possibility of attendance. In total, 24 contractors attended and about one-third took up the offer of a follow-up visit from a practitioner group focusing on workplace health. This was followed by visits to nine industrial estates. Over 150 businesses, together employing 1,340 people, were visited and most were SMEs. The report states that:

> *Of the feedback received, all recommend this type of support visit to other businesses with three quarters finding the visit either extremely or very useful. Over half stated that they made positive health and safety improvements. An example of improvements included a woodworking manufacturer with retail premises attached who completely reviewed their workplace transport arrangements to provide better signage; vehicle pedestrian segregation and designated loading and unloading which also enhanced the customer experience.*

The follow-up training event was attended by 66 delegates (which included managers, employees and health and safety professionals), and again was very well received.

Similarly, further events were held in a number of other local authority areas in Wales. At the most recent of these, 30 businesses attended, with 17 signing up to various OSH-related schemes.

Further to these positive responses from businesses that had been involved, one of our interviewees felt that there was another side to this coin. While some particularly liked the scheme because of its face-to-face contact and individualised approach, others were very reluctant to engage with those they saw as regulators (regardless of whether they were actually representatives of HSE or an advisory organisation), seeming to be concerned about the potential for enforcement action — which of course was a possibility both in relation to OSH and more widely (see above).

With regard to the programme as a whole, in the past two years, the HSE has failed to meet its targets for national roll outs. In 2014-2015, it was intended that nine projects would be launched, but only five were completed. Six were due in 2015-2016, but only five were implemented. Financial cuts have had an impact (see above); since 2010, HSE's funding from central government has been cut by 30 %.

- **Learning from weaknesses and failures**

As the above sections have made clear, the main areas of concern from HSE's point of view relate to the resourcing of the scheme. In particular, EE requires substantial time and financial input to initiate and maintain. In addition, it did not suit all MSEs, with some particularly uncomfortable with what they saw as direct contact with regulatory bodies. This, of course, raises issues about the way in which the scheme is presented to MSEs; but it perhaps also suggests that those most in need of support might be the ones reluctant to access it in this way. While the data we have been able to obtain do not contain information about the circumstances of those that do and do not engage with EE, the scheme does, at least to some extent, rely on MSEs being aware that they need support and feeling confident enough to access it in this way.

- **The future of the good example**

EE is ongoing. However, as described above, some of those we spoke to indicated that there was a general feeling that its reach was limited. In comparison, they referred to a newer initiative in which HSE is working together with the United Kingdom tax office to produce webinars aimed at SMEs, including micro firms. Each body uses half of the time of the webinar to convey the information it wishes to target at the participating organisations. In HSE's case, this time is used to direct firms to the information provided for SMEs on their website. The advantage, from their point of view, is that they reach many more firms than they can through schemes such as EE — just over 8,000 in 12 months. However, they do also acknowledge that its reach is dependent on firms accessing the webinars (either live or as recordings). Although the webinars are immediately followed by a survey to gather feedback, those we spoke to felt that this was still rather 'rudimentary' as a form of evaluation, as it provides no measure of effectiveness (such as evidence of workplace change).

Both EE and the joint webinars involve HSE working with other stakeholders and regulators. Some of those we spoke to described this as an important reflection of HSE's wider message to firms of all sizes that OSH cannot be approached in isolation but must be considered as part of the overall management of the business. While both are likely to continue, HSE's emphasis seems to be shifting towards approaches such as webinars, which are seen as being a more effective use of resources. Despite acknowledging the advantage given by EE of a face-to-face visit, allowing the possibility of 'bespoke' advice, some interviewees felt that this was outweighed by the superior reach of the webinar's more general signposting approach — particularly in the current economic and regulatory governance climates (see United Kingdom national report). There was also a view, which our interviewees said was confirmed by a survey carried out for HSE in the early 2000s, that SMEs, including micro firms, like accessing information electronically. They felt that the use of webinars also played into this uptake of newer communication methods — and this was further reflected in HSE's relatively new initiatives such as Twitter Saturdays (where SMEs can ask questions) and tweets to advertise their webinars.

- **Conclusions**

As described above, EE has been reasonably successful, but its reach has been limited. To continue to succeed, it would require very significant buy-in from a number of key bodies, particularly the local authorities, all of which, such as HSE, would have to dedicate substantial resources and personnel to the scheme. The evidence of our interviews suggests that there is little appetite for this, not least because of the swingeing cuts experienced in recent years and expect to continue in the future. In addition, while the example fits with HSE's approach of involving other key stakeholders, it is perhaps also somewhat at odds with its emphasis on encouraging, without overburdening, duty holders to take more of the responsibility for their own risk. As one of our interviewees put it, 'HSE is a regulator, it provides advice, it helps set standards, but it won't hold their hands'.

- **Transferability**

EE is intended to be applicable across sectors. Its transferability to other countries, however, would be dependent on resourcing and collaboration between key bodies.

- **References and sources**

https://www.healthandsafetyatwork.com/content/neighbourhood-watch

http://www.hse.gov.uk/estatesexcellence/

Interviews with six representatives of HSE; a former very senior HSE official now working with a voluntary advisory organisation; a representative of an advisory organisation that has been involved with EE.

Good example 18. The General Pharmaceutical Council as an OSH support for pharmacies - United Kingdom

Claire Evans, Emma Wadsworth and David Walters, the Cardiff Work Environment Research Centre (CWERC) at Cardiff University.

Background

The General Pharmaceutical Council (GPhC) is the statutory and independent regulator for pharmacists, pharmacy technicians and registered pharmacy premises in the United Kingdom. The GPhC was formed in 2010, following a transfer of regulatory powers from the former statutory body, the Royal Pharmaceutical Society of Great Britain (which had been established in 1841). The body is funded by the fees paid by the pharmacists, pharmacy technicians and pharmacies that register with the GPhC.

The relevant statute governing the GPhC's establishment is the Pharmacy Order 2010, as enabled by the Health Act 1999 and the Health and Social Care Act 2008. The Pharmacy Order also sets out the role and functions of the GPhC — its principal purpose is to protect, promote and maintain the health, safety and well-being of members of the public by upholding standards and public trust in pharmacy. The body also has statutory powers and responsibilities for the registration of pharmacy premises and for enforcing certain provisions under the Medicines Act 1968 and the Poisons Act 1972. The GPhC has a governing council with 12 members (half lay and half registered pharmacists or technicians), which signs off its key policies.

The GPhC is not responsible for OSH regulation in the sector — this remains the remit of the HSE. However, as described below, it has been included as a 'good example' in this part of the project because those we spoke to in MSEs in the sector as part of the project's second work package identified the GPhC as both a regulator and a main source of OSH support.

Target groups

The GPhC does not specifically target OSH in MSEs — its remit is to regulate the work of pharmacists, pharmacy technicians and registered pharmacy premises in order to ensure that standards and public safety are maintained. However, a large number of pharmacies in the United Kingdom are small, independent organisations; for example, in England, there were 4,448 such organisations in 2015/2016[10], while there were 254 in Wales[11].

Despite this, there is now a slow but discernible trend towards chains of pharmacies. These organisations, known as 'multiples', buy up independent pharmacies, which then operate as a chain. This, of course, has implications for the way in which they are run, particularly in terms of the centralisation of provision and resources for achieving regulatory compliance.

Vulnerabilities

The government has recently announced funding cuts for community pharmacies, from an overall budget of GBP 2.8 billion to GBP 2.63 billion from October 2016[12]. The 6 % fall in overall pharmacy funding represents an average funding drop of more than GBP 14,500 for every pharmacy in England. There are concerns that this will have the most impact on small, independent pharmacies and in addition to predicted closures (which will mean more customers for those that remain open), other efficiencies may well include staffing cuts. This could result in work intensification and increased pressure for staff who remain in post — something that is already a concern in the sector, as we discuss below.

[10] http://content.digital.nhs.uk/catalogue/PUB22317/gen-pharm-eng-201516.pdf

[11] http://www.dispensingdoctor.org/wp-content/uploads/2014/11/141112-community-pharmacy-services-2013-14-en.pdf

[12] http://www.bbc.co.uk/news/health-35418556

- **Description of the good example**

The organisation describes its overall goal to be to improve quality in pharmacy practice, leading ultimately to enhancements in health and wellbeing.

The GPhC's main work includes[13]:

- setting standards for the education and training of pharmacists, pharmacy technicians and pharmacy support staff, and approving and accrediting their qualifications and training;
- maintaining a register of pharmacists, pharmacy technicians and pharmacies;
- setting the standards that pharmacy professionals have to meet throughout their careers;
- investigating concerns that pharmacy professionals are not meeting our standards, and taking action to restrict their ability to practise when this is necessary to protect patients and the public or to uphold public confidence in pharmacy;
- setting standards for registered pharmacies which require them to provide a safe and effective service to patients;
- inspecting registered pharmacies to check if they are meeting our standards.

- **Standards for registered pharmacies**

At the outset, the standards make it clear that all legislative requirements — including those under the auspices of health and safety legislation — must be met in registered pharmacies.

The 26 standards against which pharmacies are inspected by the GPhC are grouped into five principles: governance and risk management; staff (including support, training, numbers, recruitment and so on); premises; services; and equipment and facilities. Although the explicit focus is on the safety of the service for its users, there are obvious corollaries with OSH. This connection was also clear in our interviews with those working in MSEs in the sector during WP2 of the SESAME project.

It is also important to note here that pharmacists and pharmacy technicians themselves are individually responsible to the GPhC and so in addition must meet the GPhC's professional standards. As described below, this was seen by our interviewees as being of some significance in relation to effectiveness, including in relation to OSH.

Our interviewees described the GPhC's role as being one of protecting the public, but also providing support and advice to pharmacists and pharmacies. This was seen as particularly important because the work can be isolating, with little regular contact with other professionals.

- **Inspections**

The GPhC has about 30 inspectors in total. Each works from home and has a defined geographical area to cover, which typically includes about 500 pharmacies.

Inspectors all have a background in pharmacy, with the great majority having worked as community pharmacists before taking on the role. This background ensures both that they understand the challenges facing those they are inspecting and that they are regarded by the latter as knowledgeable and experienced.

All pharmacies are inspected approximately every four years. This is carried out on a rolling, chronological basis and is not usually targeted. Although most inspections are carried out after giving the pharmacy notification that a visit will take place within the next six weeks, about 10-20 % are carried out unannounced. Pharmacies are also re-inspected if there is a change of ownership or premises.

There are no differences by enterprise size in the way in which inspections are carried out.

[13] https://www.pharmacyregulation.org/about-us/what-we-do

When carrying out an inspection, inspectors look for tangible evidence that pharmacies are meeting the 26 standards — by observing work in progress and considering the documentation. Of course, it is not always possible to gather such evidence, so inspectors also talk to pharmacists, technicians, staff and, in some cases, service users. The intention here is to 'triangulate' their findings in regard to the standards. Since 2013, the GPhC has put even greater emphasis on good outcomes for those using the service. Inspectors therefore want to see how, for example, written standard operating procedures (SOPs) are actually implemented, rather than simply checking that they are present. This also allows them to take a pragmatic approach, such that where systems are not documented but are operating effectively and appropriately, a service can still be rated as compliant.

If a pharmacy fails a standard, it is subject to an action plan and must inform the GPhC of how changes will be made to meet the standard. Like all United Kingdom regulatory bodies, the GPhC has moved away from being prescriptive, so it does not define how this should be achieved. Rather, inspectors will discuss the problem, possible sources of support and possible approaches to compliance with duty holders. A re-inspection is then made to check compliance (though in some cases it may be sufficient for a pharmacy to provide evidence of compliance, such as revised documentation or photographs of changes to premises). Where the problem is not resolved, the GPhC will investigate whether or not a registrant is fit to practise and, if necessary, can suspend or remove their right to practise. Although this last resort is rarely used (the inspector we spoke to, who had been in post for about six years, had never had such a case), our WP2 interviewees were clearly aware of it as a very real possibility. Both our GPhC interviewees stressed that the vast majority of those inspected were keen to comply and, wherever that willingness was evident, the GPhC continued to work with duty holders to achieve compliance.

- **Networking**

The GPhC is one of a number of inspectorates in the healthcare sector in the United Kingdom. Our interviewees explained that these bodies are currently in the process of creating formal intelligence networks including representatives of each of them at a health board (regional) level. This will provide a more structured and formalised mechanism for exchanging information and for the kinds of notifications of concerns that fall under another's remit that are currently taking place informally. This formalisation is, at least in part, a response to a number of high profile cases of poor patient care in which failures of communication between such bodies has been identified as contributory.

In addition, in Wales, all of these bodies, including both the GPhC and HSE, meet quarterly to discuss concerns and trends, and elsewhere in the United Kingdom the GPhC and HSE also meet. Our interviewees went on to explain that they were not sure if there was a formal information sharing agreement between the two regulators, but that they would, of course, communicate about issues as necessary, though neither of our interviewees had any experience of actually doing so. This view was reflected by those we spoke to at HSE, who were not aware of any formal or regular contact with the GPhC.

- **Supports**

There are a number of bodies, including the sector's professional association, which can, for a fee, provide pharmacies with the SOPs and so on that they need to comply with the sector standards. Similarly, multiple pharmacies (see above) have a number of forums that meet regularly to share information and best practice; and pharmacies that are members of multiples benefit from the chain's centralised administrative staff, systems and supports. In addition, a number of other bodies and organisations have produced detailed sector-specific guidance and information; and all services are required to be insured, and so can also access supports provided by their insurance companies. Our interviewees pointed out, however, that the application and tailoring of all such supports to particular pharmacies is very much dependent on those involved.

In relation to raising concerns ('whistle-blowing'), our interviewees explained that the GPhC publishes guidelines on how staff should do this and that it is also about to produce a video for employers giving further guidance. They went on to say that there is also a sector-specific charity that provides support

for pharmacists and technicians suffering from stress (including occupational stress). This charity provides feedback to the GPhC on trends in the sector, allowing it to respond if, for example, there is an increase in contacts for a particular concern.

In addition, the inspector we spoke to explained that all the pharmacies she was responsible for inspecting had her contact details and that she made sure they knew they could always contact her for advice — following which she would direct them to the appropriate organisation or support.

- **OSH**

As described above, the main focus of the GPhC and its standards (both for community pharmacies and for pharmacists) is patient safety. However, our interviewees made it clear that there were a number of ways in which, in practice, these extended to the safety and wellbeing of staff.

First, if an inspector identified an OSH concern during an inspection, they would discuss it with the duty holder. Our interviewees felt that, because community pharmacy teams are generally small and close-knit, it was usually possible to deal with such problems on site and at the time through such discussions. However, although the inspector we spoke to had no experience of having to do so, she was clear that she would notify HSE if such a solution was not possible.

Second, as part of their professional responsibilities, there are clear obligations for pharmacists and technicians to raise any concerns about colleagues (in terms of their performance, aspects of their health that may affect their performance and so on) and/or any safety issues at work. While the main focus here is on public safety, this does also extend to colleagues.

Third, there was an awareness within the GPhC that work pressure has been a particular concern among pharmacists and technicians in recent years — and that this is expected to increase (see above). Inspectors, therefore, always talk to members of staff in pharmacies (not just to those who are registered with the GPhC) to find out how well things are running and whether or not there are any concerns in this regard.

- **Results and evidence of impact**

Our interviews, as part of WP2 of the SESAME project, with those working in sectors where there was a non-OSH sector-specific regulator suggested that such bodies were of pivotal importance to MSEs. The pharmaceutical sector and GPhC were no exception, with those we spoke to were very clear that their business survival depended on them passing regular GPhC inspections. However, this influence was also seen as extending to OSH, with the GPhC regarded both as holding significant power in this regard, but also as a source of OSH information and support (see the United Kingdom national report for WP2).

This view was reflected among those we spoke to for this stage of the project. These interviewees confirmed that while OSH was not their major concern and did not form part of what inspectors actively considered, it was clearly linked to the requirements made of pharmacies and pharmacists individually to ensure the safety of their service users. There was a view among our interviewees that they worked closely with those they were responsible for inspecting, and that there was a great deal of support available to them. Their view was that this was generally very successful — with the vast majority of pharmacies and pharmacists keen to comply and very low rates of fitness to practice cases.

Direct measures of impact were acknowledged by our interviewees to be particularly difficult to achieve. However, a recent qualitative survey[14] carried out by an independent team of academics has concluded that:

> *The new GPhC framework seems to be working well according to those working in community pharmacies, GPhC inspectors and stakeholder organisations. Standards are generally well understood by community pharmacy professionals because they set out clearly what is*

[14] http://gov.wales/statistics-and-research/community-pharmacy-services/?lang=en

expected to meet the standards. Further, there is evidence that the current framework encourages community pharmacy professionals to act on their own initiative when meeting the regulatory standards.

However, some community pharmacy professionals still practise a compliance approach (so-called tick-box approach) to regulation, focused on achieving a narrow set of targets, rather than adopting a more systematic approach to improvement which requires an understanding of the drivers of continuous improvement. This is considered an issue of cultural adjustment, which will diminish over time. The following aspects of the framework seem not be working very well, as stressed by study participants:

- There is a request for more guidance from inspectors on how to rate pharmacies, i.e. focusing on practical examples that would help link pharmacy evidence to the inspection framework.
- There is not enough information regarding the evidence and measures pharmacies need to prepare to achieve a certain rating.

In addition, our interviewees pointed to specific instances of change. For example, they felt that, following a concerted campaign (at least in part in response to some high profile cases of concerns not being reported by staff in the wider health sector), inspectors had seen an increase in awareness around 'whistle-blowing', with staff now aware of where to go with concerns.

- **Learning from weaknesses and failures**

Our interviewees felt that, while there were lots of examples of MSEs doing very well indeed, there were also examples of such enterprises simply lacking the money to comply — something that did not occur in the same way with larger or multiple organisations. As an example, one of our interviewees described a pharmacy she had visited, which had what she identified as having unsafe access to a regularly used storage area on the first floor — a concern in terms of OSH as well as safety more widely. She discussed this with staff and the duty holder, uncovering details of recent incidents and near misses, and explained that it was not satisfactory. At her next visit no change had been made, so she discussed the situation again and directed that the items stored there were moved to the ground floor until the problem could be rectified. When she returned, a safe staircase had been fitted and the storage area was being used by all staff. The duty holder explained that, as a new business, it was only now that he could afford to make the necessary changes. This example highlights not only the difficulties MSEs face, but also the potential for impact of this non-OSH regulator on an OSH issue, and the importance of face-to-face contact with a particular inspector.

- **The future of the good example**

Given the current strategy and direction of HSE (with its increasing emphasis on withdrawing proactive inspection from low-risk enterprises, such as those in the care sector, and involving key stakeholders in the improvement of OSH in MSEs), the dependence of OSH scrutiny on the GPhC is likely to increase.

- **Conclusions**

Although OSH is not the sole focus of inspection by the GPhC, it is an integral part of what inspectors consider. This reflects their focus on safe outcomes for patients, which are linked to safe working conditions more generally. In addition, the GPhC has a significant role as somewhere to which concerns are reported. The latter is important, not least because it is a reflection of the dual nature of the requirements made on pharmacies as community enterprises and on individual pharmacists and technicians as professionals with responsibilities to patients and each other. It is not clear from our data whether the role of GPhC in OSH is the result of a regulatory body with regular and face-to-face contact with all those operating in a sector in effect 'filling a gap' left as a result of HSE ceasing to proactively visit these 'low-risk' enterprises or is the result of HSE successfully involving other stakeholders as part of its strategy for reaching hard to reach firms. However, it is clear that the GPhC is playing a significant role in this regard — not least because its inspectors function rather as those from HSE did some years

ago. That is, they are locally based, so they understand the local contexts and networks, and have a regular set of enterprises to visit, so are able to build up relationships with those they inspect and work with to improve compliance. In addition, they have the advantage of having a similar background to those they are inspecting, and so understand the challenges they face; and also of being a registration body that is aware of and inspects all enterprises within its remit. It further draws attention to the importance of face-to-face contact between owner-managers in MSEs and the agents they perceive to be responsible for their regulation. It thus confirms the continued salience of earlier findings of earlier literature (see the WP1 report for examples).

- **Transferability**

The transferability of this kind of approach is, of course, dependent on the existence of sector-specific regulators. To be effective, however, such regulators should register and regularly inspect all enterprises; be in a position to allow inspectors and those being inspected to build up relationships of mutual confidence in which the latter feel able to ask for support and guidance; and be clear about the extent of their role in relation to OSH.

- **References and sources**

Interviews with two representatives of the GPhC and four representatives of the HSE.

▪ Good example 19. The Care Quality Commission — impact on OSH in small companies in the care sector - United Kingon

Claire Evans, Emma Wadsworth and David Walters, the Cardiff Work Environment Research Centre (CWERC) at Cardiff University.

▪ Background

The Care Quality Commission (CQC) is the independent regulator of health and social care in England. The body monitors, inspects and regulates services that provide treatment, care and support services. These include hospitals, hospices, clinics, care homes, mental health services, general practitioner surgeries, ambulance services, dental surgeries, community-based provision for adults with addictions and learning disabilities, as well as such services provided in peoples' own homes (nursing and personal care). The CQC is not responsible for OSH regulation in the sector — this remains the remit of the HSE. However, as described below, it has been included as a 'good example' in this part of the project because those we spoke to in MSEs in the sector as part of the project's WP2 identified the CQC as a main source of OSH support.

The CQC was established in 2009 by the Health and Social Care Act 2008. It is an executive non-departmental public body of the Department of Health. It was formed from three predecessor organisations — the Healthcare Commission, the Commission for Social Care Inspection and the Mental Health Act Commission. The Act created a single and integrated regulatory body. However, its funding on inception and thereafter has been less than that of its three predecessors combined.

The care sector in the United Kingdom has changed significantly in recent years. It is currently made up of many small providers, but with ongoing and increasing cuts in local authority funds available to pay for services, these kinds of enterprises are finding it increasingly difficult to survive. As a result, there is now a move towards larger organisations buying up smaller, independent services. In addition, local authorities have moved away from providing their own services and/or placing service users in selected facilities, and instead increasingly use 'spot purchasing' (i.e. placing those needing care in a variety of services). All of this has placed very significant pressure on those providing services, which of course has the potential to impact both on the services provided and the health, safety and wellbeing of those providing them.

▪ Funding

The CQC is currently funded both by the government's grant-in-aid and by fees charged to providers. However, over a 'reasonable time period', the body is expected to work towards fully covering the cost of its regulation through the fees it charges its providers.

▪ Target groups

Day service provision and residential care provided by small independent firms; smaller GP surgeries and dental surgeries.

▪ Vulnerabilities

Vulnerabilities of the target groups include lack of knowledge, expertise and financial resources. Our interviews with those working in MSEs in the sector as part of WP2 of the SESAME project suggest that they may also include employment and business vulnerability. In addition, however, these interviews made it clear that for many of these workers and managers there was a perception that if the work was safe for their clients then it was also safe for workers. And, while there were synergies here, there were

also times when the focus on clients could mean that risks to workers became secondary (see the United Kingdom national report for WP2 for more details).

- **Description of the good example**

The CQC aims to ensure that health and social care services in England provide people with safe, effective, compassionate and high-quality care, and encourages improvements in services. It registers, monitors and inspects all services, with a view to:

- making sure services meet fundamental standards of quality and safety that people have a right to expect whenever they receive care;
- registering care service providers that are able to show they will meet these standards;
- monitoring, inspecting and regulating care services to make sure they continue to meet the standards;
- protecting the rights of vulnerable people, including those whose rights are restricted under the Mental Health Act;
- involving people who use services;
- working in partnership with other organisations and local groups;
- challenging all providers, with the worst performers getting the most attention;
- making fair and authoritative judgments supported by the best information and evidence;
- taking appropriate action if care services are failing to meet the fundamental standards;
- reporting on the quality of care.

As a result of the inspections, all services are rated (from inadequate to outstanding) and are required to display this rating, which is also published on the CQC website. Where services are inadequate or in need of improvement, the CQC tries to work with service providers to improve compliance. As with all United Kingdom regulators, this does not involve the provision of prescriptive advice, but rather signposting service providers to various available supports, guidance and solutions to problems (including, in relation to an OSH issue, the HSE website). Our interviewees described a supportive and guiding approach to helping those they inspected comply with the fundamental standards — for example by describing good practice they had come across elsewhere to those they were inspecting. However, the CQC also has substantial powers, including the power to close services down. Although this is rare, because our interviewees felt that the vast majority of service providers want to comply, it does happen and both the managers and workers we spoke to as part of WP2 of the project were clearly aware of the CQC's power in this regard.

In addition, the CQC is responsible for investigating incidents involving care users, but not those involving staff who remain the remit of HSE. Related to this, the CQC also encourages staff to 'whistle-blow' if they come across practice or conditions that make them concerned about the safety or well-being of those being cared for. This is something that has been given a significantly greater emphasis in recent years following a number of high profile cases of poor practice and abuse of vulnerable service users. As a result, the CQC has seen a significant increase in the number of whistle-blowing reports it receives.

- **CQC standards**

CQC inspection teams are made up of clinical and other experts, as well as people with direct experience of the relevant type of care. The teams visit services, speak to staff and services users, and observe the care provided. The standards that are of particular relevance in relation to this project include, among other things[15]:

[15] https://www.cqc.org.uk/sites/default/files/20150324_guidance_providers_meeting_regulations_01.pdf

- good governance (as part of which the registered person 'must assess, monitor and mitigate the risks relating to the health, safety and welfare of service users and others who may be at risk');
- staffing (including ensuring staff receive 'appropriate support, training, professional development, supervision and appraisal').

Inspections to determine whether or not services have met the standards are based on five key questions[16]:

- Are they safe?
- Are they effective?
- Are they caring?
- Are they responsive to people's needs?
- Are they well-led?

Full inspections are made unannounced. In addition, focused inspections are made in response to particular circumstances (such as an increase in the number of falls being reported at a particular service or a serious incident). In general, however, inspection strategy is decided on a risk basis, with those services that have been rated as 'inadequate' being re-inspected within six months, those rated as 'requires improvement' within 12 months, and those rated as 'good' and 'outstanding' within two years. Within this broad approach, a proportion of services from all ratings are re-inspected more quickly, with the result that all service providers, regardless of their rating, know that they could be inspected at any time.

- **Results and evidence of impact**

In order to evaluate its effectiveness, the CQC regularly surveys its staff and the care providers it inspects on their experiences of inspection and their views on the extent to which the resulting actions have helped lead to improvements. Interviewees described the results of these surveys as confirming that respondents felt the CQC's methods were appropriate and effective. In addition, the CQC produces an annual State of Care report, which interviewees felt was an important part of the CQC's duty to be an independent voice for the sector — both in relation to the services users and those working in the services themselves. According to the most recent (November 2016) of these reports[17], around three-quarters of services rated as inadequate had improved their ratings when they were re-inspected, suggesting that the CQC's approach is effective. However, the report also suggested that there were indications of 'some services that are failing to improve and some deterioration in quality'. This was clearly seen as being at least in part linked to the pressures the sector as a whole is under (see above). The CQC concluded that[18]:

> *the sustainability of the adult social care market is approaching a tipping point. This view is based on the evidence of inspections, information received through CQC's market oversight function, and external data. … The fragility of the adult social care market is now beginning to impact both on the people who rely on these services and on the performance of NHS care. The combination of a growing and ageing population, more people with long-term conditions, and a challenging economic climate means greater demand on services and more problems for people in accessing care.*

This message of deep concern about the pressures of the sector was one raised by all those we interviewed in this part of the study and in WP2. They were all very clear that it was impacting on care — and, of course, from our point of view it also suggests the potential for an increase in OSH-related concerns.

As described above, participants employed in registered care settings and interviewed over the course of WP2 described the CQC as a key source of OSH information and guidance. These participants also

[16] http://www.cqc.org.uk/what-we-do/how-we-do-our-job/five-key-questions-we-ask
[17] http://www.cqc.org.uk/content/state-of-care
[18] http://www.cqc.org.uk/news/releases/adult-social-care-%E2%80%98approaching-tipping-point%E2%80%99-warns-quality-regulator

saw OSH as closely linked to, or even inter-dependent with, the health and safety of those they cared for. As the regulator of MSEs in the sector had most contact with and regarded as holding most power over their business viability, the CQC's influence was clearly regarded as substantial, including in relation to OSH.

Broadly speaking, this view was mirrored by those we spoke to at CQC. Here, interviewees were very clear that OSH was not part of their regulatory remit and not an area they actively set out to inspect. However, there was a view that OSH was closely related to, and in some cases inseparable from, the safety and wellbeing of service users (i.e. CQC's core remit). For example, in relation to whistle-blowing (which, as described above, has received greater emphasis in the recent past), interviewees felt that staff could and would include poor working conditions in their areas of concern because of their potential to impact on service users. In particular, those we spoke to felt that the first and fifth of the key questions considered during inspections (in relation to the safety and leadership of the service — see above) were strongly related to OSH.

Interviewees felt that perhaps the most common way in which the CQC impacted on workplace OSH was when staff raised concerns with them directly. This tended to be either as part of an inspection — when inspectors spoke directly to staff about the service — or when they were contacted independently by staff concerned about some aspect of a service. Most often, those concerns that related to OSH involved training — for example, staff sometimes raised concerns about not having received appropriate training for dealing with challenging behaviour from service users or to enable them to use particular lifting equipment and/or techniques; or staffing levels. While these concerns clearly related to service user safety, they were also important in terms of OSH. From the point of view of those we interviewed at CQC, these kinds of areas fell under the key questions relating to safety and leadership and so were part of what was inspected. Staff (both managers and workers), therefore, would be asked about their understanding and implementation of care plans and risk assessments, including how they covered these areas. They would also discuss policies in relation to vulnerable workers, such as those working alone or pregnant workers, and again although the focus was on the service user, there was consideration of staff (as well as visitors and members of the public where appropriate). To this end, therefore, the CQC aimed to consider the extent to which risk assessments and their associated controls were person centred — primarily in relation to the service user, but also in terms of the carer or carers involved.

As with those we spoke to in micro and small care facilities as part of WP2 of the project, there was a feeling among our CQC interviewees of a growing awareness of the ways in which OSH was part of what they did, even though it was not been explicitly considered or recognised in these terms. Awareness of the synergies and potential in this regard was increasing — as one interviewee put it: 'where care is poor it is because the treatment of staff is poor'.

It was also clear from our interviews that a substantial proportion of MSEs used management systems and arrangements, which they either bought in (e.g. from a consultant) or acquired from a larger firm (e.g. a parent body). This was, at least in part, related to the developments in the sector in recent years (see above). As in other sectors, the effectiveness of these systems depended on their application in and tailoring to the particular circumstances of the workplace. This reflected a broader perception among our interviewees that effectiveness, in relation to the service provision generally as well as OSH management and arrangements, was closely linked to individuals — particularly managers. To this end, services must notify the CQC when a manager leaves and at that point the CQC keeps a closer eye on a service, including visiting the service if necessary, because they are aware that key individuals can be particularly influential over workplace practice.

When it was established, there was a great deal of communication between the CQC and HSE and a Memorandum of Understanding (MoU) was set up. This relates to service users, rather than staff, and the CQC's ability to take related criminal action where necessary (see above). Those we interviewed at HSE seemed to be of the view that the CQC was still a comparatively young regulatory body that was in the process of developing its approach to OSH in care provider workplaces. In terms of their contact to date, our HSE interviewees described HSE as providing the CQC with detailed technical information — such as, for example, window restraint mechanisms. This was seen as part of HSE's wider remit to help the CQC (among other similar bodies) in relation to what HSE felt it should be looking at in terms of OSH in the workplaces they inspect.

From the CQC's point of view, our interviewees felt that they would be informed by HSE if they came across an issue that fell under the CQC's remit, and similarly they would report serious OSH concerns to HSE. Nevertheless, the CQC has no formal OSH policy or strategy, and similarly no explicit awareness of, for example, playing a role in HSE's strategy for involving key stakeholders in the improvement of OSH in MSEs more generally.

- **Learning from weaknesses and failures**

It was clear from our interviews with those working in MSEs in the care sector during the WP2 of the project that both managers and workers were familiar with the concept of risk assessment and associated prevention measures. Although these were mainly focused on the safety and wellbeing of service users, the potential is clearly there for more explicit extension to staff, and in many cases this was occurring. However, this also meant that where the safety and wellbeing of services users and staff had the potential to pull in opposite directions (e.g. in relation to lifting service users or providing them with continuity of care), there was sometimes a tendency to overlook or fail to recognise OSH concerns. These strengths and weaknesses also applied to their inspection by the CQC, and seem unlikely to change without explicit recognition of the CQC's potential role in relation to OSH. In addition, this lack of recognition within the CQC and the services they inspect means that, while the more visible and obvious areas may be spotted and addressed, a more thorough and in-depth consideration of OSH management and potential consequences does not take place.

- **The future of the good example**

Given the current strategy and direction of HSE (with its increasing emphasis on withdrawing proactive inspection from low-risk enterprises, such as those in the care sector, and involving key stakeholders in the improvement of OSH in MSEs), the dependence of OSH scrutiny on the CQC is likely to increase. What is not clear, however, is whether this will happen in any 'formal' way, in which OSH will become an area of explicit concern.

- **Conclusions**

OSH is not formally inspected by the CQC and there is no formal provision for it in relation to their strategic approach to inspection or guidance. However, it was clear that it has become part of what the CQC look at because of their focus, in a broad sense, on both safety in and leadership of care services. This, together with the role of inspectors and the inspectorate as a place to which staff can bring concerns in confidence, means they have substantial influence in this regard. It is not clear from our data whether the role of the CQC in OSH is the result of a regulatory body with regular and face-to-face contact with all those operating in a sector in effect 'filling a gap' left as a result of HSE ceasing to proactively visit these 'low-risk' enterprises, or whether it is the result of HSE successfully involving other stakeholders as part of its strategy for reaching hard-to-reach firms. However, it is clear that the CQC is playing a significant role in this regard — albeit one that might have more impact if it were more explicitly recognised and approached as such. Here again, the important point to emphasise is that, as earlier literature attests, it is face-to-face contact with those perceived by MSEs to be influential in their regulation (and hence their licence to operate) that provides a significant element of leverage in persuading owner-managers of the importance of adherence to OSH standards, whether or not it is a formal part of the brief of such agencies. Although, as we have argued above, OSH management and potential consequences are not considered in depth, for much of the activities that are regulated by default in this way, an expert knowledge of OSH on the part of the regulator is arguably not essential for the assurance of compliance. However, as the above sections have made clear, OSH is not part of the CQC's remit, it has no formal policy or strategy in this area and, given the budget reductions it has experienced and continues to anticipate in the future, any increase in its remit to formally include OSH would be extremely difficult — not to say impossible — for the body to take on.

- **Transferability**

The transferability of this kind of approach is, of course, dependent on the existence of sector-specific regulators. To be effective, however, such regulators should register and regularly inspect all enterprises;

be in a position to allow inspectors and those being inspected to build up relationships of mutual confidence in which the latter feel able to ask for support and guidance; and be clear about the extent of their role in relation to OSH.

- **References and sources**

Interviews with two representatives of the CQC and four representatives of HSE.

4.5 Using requirements from the value chain as a lever for OSH

A theme which has recurred in some examples is how demands from the value chain can be used to require compliance with OSH regulatory demands. Several of the examples described in the previous sections use a more counselling strategy or provide information that can be implemented on a voluntary basis. However, there are several examples emerging where requirements in the value chain is used as a lever for OSH. Two examples with their main focus on the value chain are presented below.

In most cases there is a connection between the requirements posed and the requirements according to the OSH legislation. The requirements are often used to assure legal compliance and block out MSEs that do not comply with OSH as well as other regulation including taxes.

An example of increasing awareness and motivation as well as attitudes towards OSH is the Olympic Park Legacy, where the outstanding low rate of accidents and lack of fatal accident in the extremely large construction of the Olympic Park had an impact on the attitudes of the sector, which also resulted in a change in on-site practice regarding OSH, even after the completion of the construction of the Olympic Park.

Good example 20. The Netherlands and Belgium

VCA — ensuring safety for subcontracting companies carrying out work in high-risk industries

Good example 21.United Kingdom

The Olympic Park Legacy

Good example 22.Sweden

Compulsory OSH courses and identity cards to provide and control basic OSH knowledge in the construction sector

Good example 20. VCA — ensuring safety for subcontracting companies carrying out work in high-risk industries - Netherlands and Belgium

Laurianne Terlinden and Monique Ramioul, Research Institute for Work and Society, Katholieke Universiteit Leuven (HIVA-KU Leuven).

Background

VCA (Safety Health and the Environment (SHE) Checklist Contractors) is a third-party certification system required by most clients in high-risk industries to ensure the safety of subcontracting companies that carry out work on their premises. The development of the VCA certification system was launched in 1989 by the National Safety-Contractor Working Group (Landelijke Werkgroep Contractor Veiligheid) in the Netherlands. Representatives from the petrochemical industry and contractors wanted to set up a system that would ensure and evaluate the safety management and performance of contracting companies in an objective way. It has been taken over and adapted to several sectors, as well as in several countries: Belgium (Belgian Safety Criteria for Contractors-SHE Checklist Contractors (BeSaCC-VCA)), Germany (SHE Checklist Contractors (SCC)), Austria (Entrepreneur's Skills Certificate (WKO)), Switzerland (State Secretariat for Economic Affairs) and France (OSH improvement manual (MASE)). In Belgium and in the Netherlands, the VCA is a well-known and respected certification scheme, often compared to ISO certification. Independent, non-profit organisations are responsible for the VCA: the Foundation Cooperation for Safety (Stichting Samenwerken Voor Veiligheid (SSVV)) in the Netherlands and the Contractor Safety Management organisation in Belgium.

Different types of partners collaborate on the VCA system. In Belgium, an expert executive committee composed of contractors and subcontractors from large industrial companies is in charge of setting up and monitoring the VCA system. This committee can, when the situation requires, be completed with representatives of the Belgian Federal Public Employment Service, trade union organisations, accreditation organisations, certifying organisations, examination centres, experts in systems, external OSH services and so on. In addition to this expert executive committee, a technical qualification committee composed of members of employers' federations, trade union organisations, insurances and so on is in charge of preparing and counselling the expert executive committee meetings.

Full members of the organisation Contractor Safety Management are employers' and trade union organisations, external prevention services, the Association of Prevention Advisors and the Provincial Safety Institute of Antwerp. The organisation also has qualifying members (who, unlike full members, do not have any voting rights), such as insurance and telecommunication companies. Finally, Contractor Safety Management also collaborates with its Dutch counterpart regarding the management of the VCA system, as well as with examination centres, training organisations, certifying bodies and so on.

Target group

The target groups are subcontracting companies that carry out work in a high-risk environment on the premises of their client companies. The VCA certification system is in principle directed not towards MSEs, but towards sectors that are in practice mainly composed of MSEs, such as the construction sector. Organisations such as the Employer Union of MSEs in the construction sector are full members (with a voting right) of the association and ensure that the certification is adapted to MSEs.

Table 20.1. An overview of the sectors towards which the VCA system is aimed

Level of education Business	Low (no) demands for education	Vocational training	Higher education	Complex
				Civil engineering Mechanical engineering Electrical engineering and process control
Manufacturing	Chemical	Maintenance work Inspection (x-rays)		
Construction		Construction Isolation Grit blasting/conservation/painting	Architectural work	
Wholesale and retail trade; repair of motor vehicles and motorcycles		Machines installation		
Transporting and storage	Transport			
Administrative and support service activities (incl. cleaning**)**	Industrial cleaning Safety guards			

As illustrated in Table 20.1, VCA certifications are mainly present in the industrial and construction sectors, where vocational training is required for the staff doing manual work or working with specific machines. The firms belonging to sectors depicted in Table 20.1 often have a low level of administrative and bureaucratic professionalisation, especially in MSEs. However, the VCA and ISO-certification systems may bring some paperwork when introduced.

The VCA certification system is directed to companies that carry out work on the premises of other companies (these can be mobile or temporary workplaces). The control on the working environment of the subcontractor is, in other words, transferred to the clients. This transfer of control to the client is the key principle, and advantage, of the VCA system, since the workers themselves do not have any impact on their working environment when working remotely from their own company, which is the most important factor of their vulnerability. This principle of transfer of control to the client at the same time limits the system to B2B trade relations.

Moreover, the certification system is used by B2B companies working in economic environments with a moderate to high level of competition. Certified companies try to get contracts on the B2B, declared market with large companies or with the public sector, applying strict safety rules. Other companies only operate on the B2C market, or work for companies with less strict safety requirements (rather targeting low prices as their main business strategy), which often implies a less favourable working environment and poor OSH conditions.

Hence, companies with a VCA certificate can be in a difficult situation when having to compete in price with companies that apply low prices, sometimes at the expense of safety. This situation is aggravated by the high level of social dumping, more precisely in the Belgian construction sector, with foreign

companies creating unfair competition by applying lower prices, being registered in their home country with lower wages and social protection rules.

- **Description of the good example**

VCA is a third-party certification system that aims to evaluate contracting companies in an objective way on their SHE management and performance.

There are three levels of certification:

- VCA* for companies with fewer than 35 employees and which are not the main contractor;
- VCA** for companies with more than 35 employees or which have at least one project where they are the main contractor; and
- VCA petrochemistry for companies working in the petrochemical industry.

While VCA* mainly applies basic safety standards, VCA** encourages companies to set up systematic OSH management structures and systems, implying a higher degree of sophistication. The VCA criteria are formulated as a question, an objective and the corresponding minimum requirements. Table 20.2 shows an example of VCA criteria. Each question is translated in an objective, minimum requirements and supporting documentation.

Table 20.2. An example of VCA criteria

VCA question 2.4. — BeSaCC question 2.3.
Is the right PPE placed at workers' disposal, maintained and exchanged for free?
Objective: putting the right PPE at workers' disposal to prevent them from injuries/occupational diseases
Minimum requirements: - The supplying of PPE is based on the control measures cited in the risk assessment - Workers have the right PPE - The supplying, including maintenance and exchange, is for free - Guidelines for giving instructions about the use of PPE
Documentation - List of PPE at workers' disposal - Guidelines for giving instructions about the use of PPE - Use instructions

A company can only obtain and maintain its VCA certificate if all requirements and objectives are fulfilled and the corresponding documents are positively evaluated. Audits and training are subcontracted to commercial organisations that are certified by the non-profit organisations VCA-SSVV in the Netherlands and Contractor Safety Management in Belgium, as a result of which they cannot work on a strict commercial basis. This way of working in public–private partnership is often used in Belgium because the State cannot take on all tasks in the field.

The audits are made by these recognised certification centres at the (mobile or temporary) workplaces and at the contracting company itself, through observations, controls, interviews and examination of the documentation. Operational workers and their managers are also asked about how OSH is integrated into the company management and if everything is applied correctly. VCA certificates are valid for three years, with interim audits every year. The ultimate principle is that VCA certificates give recognition to the certified companies for applying the OSH measures and routines necessary to ensure a safe working environment.

Training is very important in the VCA certification system. All operational workers and managers of a VCA-certified company have to prove, with a VCA diploma (valid for 10 years), that they have the required OSH knowledge. The content of the training provided by recognised training centres (in the framework of public–private partnership) targets the acquisition of a broad general knowledge about OSH, which participants can use in different situations. The VCA system is adapted/adaptable to different target groups, for instance when it concerns foreign workers, by for example offering exams in the following languages: Bulgarian, Dutch, English, French, German, Hungarian, Italian, Lithuanian, Polish, Portuguese, Romanian, Russian, Slovaks, Spanish and Turkish. Workers receive a 'safety passport' on which the training, diplomas, competences and some medical data are listed. This document allows the client company to control the worker's expertise when they enter the client company. It is valid in Belgium and in the Netherlands, and stays valid when a worker changes employer (workers carry their VCA passport with them).

In Belgium, the VCA is completed by the so-called *BeSaCC-certificate*. This is intended for subcontractors and self-employed people who work in an environment with a less high-risk profile, such as office cleaning, painting and maintenance works in buildings, architectural works in non-production environments, laying-out of gardens and green services. This certification system is also based on criteria that companies must meet. Unlike the VCA certification, BeSaCC is granted based on a portfolio submitted by the company and it does not involve audits. This allows the costs of a BeSaCC-certification to be kept affordable.

Given that the BeSaCC-certification system only exists in Belgium and only reaches a limited number of enterprises (10 in 2015), the research team decided not to integrate it into the evaluation of the VCA system which follows.

The costs implication of a VCA certification depends on several factors. The recognised certification centres that are mandated by the non-profit organisations in charge of the VCA certification (SSVV in the Netherlands and Contractor Safety Management in Belgium) charge fees for obtaining the VCA certification (about EUR 4,000 in the Netherlands). These depend on the certification level, the company size, the extent of the activities to certify and the level of OSH management. In addition to these fees, companies also have internal and external costs to implement and maintain their OSH management to comply with the certification criteria. Indeed, the OSH management system requires organisational, administrative and technical measures. Moreover, training (once every 10 years per worker or manager) and examination costs must also be taken into account. Prices depend on the examination centre. One of them, for example, offers the training and examination of operational workers for EUR 195 (excl. tax) per worker at the examination's premises or EUR 1,050 for the collective training and EUR 75 per person for the examination at the company's premises[19].

- **Results and evidence of impact**

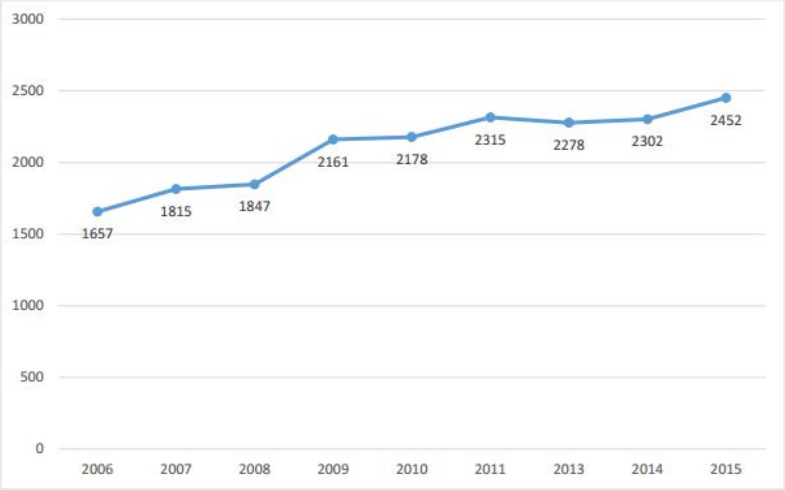
A crucial element of evaluation when considering the target group is that the VCA system is developed for high-risk sectors where there is already a strong safety history and awareness about OSH. Moreover, the companies that opt for this certification are rather quality oriented than price oriented. The incentive to get this certification is clear for companies: it is often a requirement from client companies when applying for specific projects and is not negotiable.

To date, few evaluations of VCA have taken place, but figures for Belgium are available: in 2015, 46,880 VCA diplomas were obtained (35,851 for employees, 10,667 for operational managers and 362 for managers of a temporary work agency), 848 companies obtained a VCA certificate during that year (VCA*, VCA** or VCA-petrochemistry) and we list 2,452 active VCA-certified companies in total. There are, however, no data available on how many of these companies were MSEs.

The sustainability of the example is also clear: in Belgium, between 2006 and 2015 (*Figure 20.1*), there has been an increase from 1,657 VCA-certified companies to 2,452, as well as an increase in the number of VCA diplomas obtained per year from 30,169 in 2005 to 46,880 in 2015.

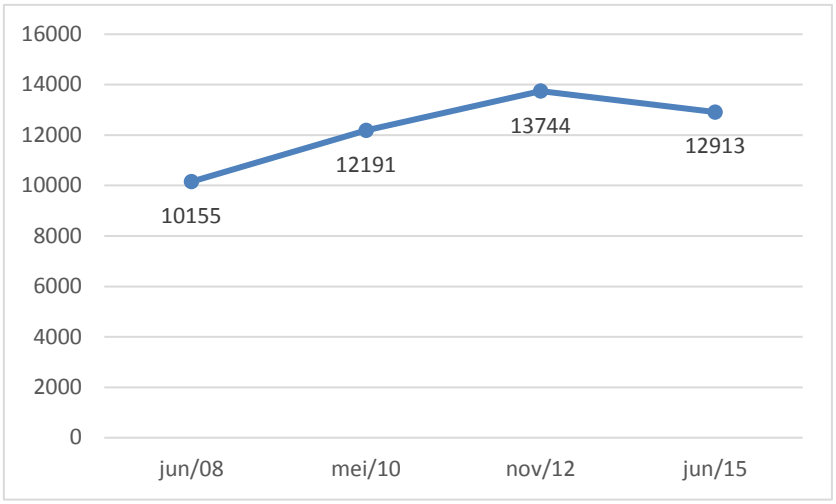
[19] http://www.vidyas.be//, prices on 3rd November 2016

Figure 20.1. Evolution of the total number of certificates in Belgium (source: annual report BeSaCC-VCA).



A similar evolution was observed in the Netherlands between 2008 and 2015 (Figure 20.2), with a small decrease between 2012 and 2015, partly due to the financial crisis and the large number of bankruptcies in these sectors. A large proportion of the certified companies (across the whole of Europe, with 99 % of the companies being established in the Netherlands and in Belgium) are MSEs: 37 % have fewer than 10 employees, 40 % have 11 to 35 employees and 16 % have 35 to 100 employees.

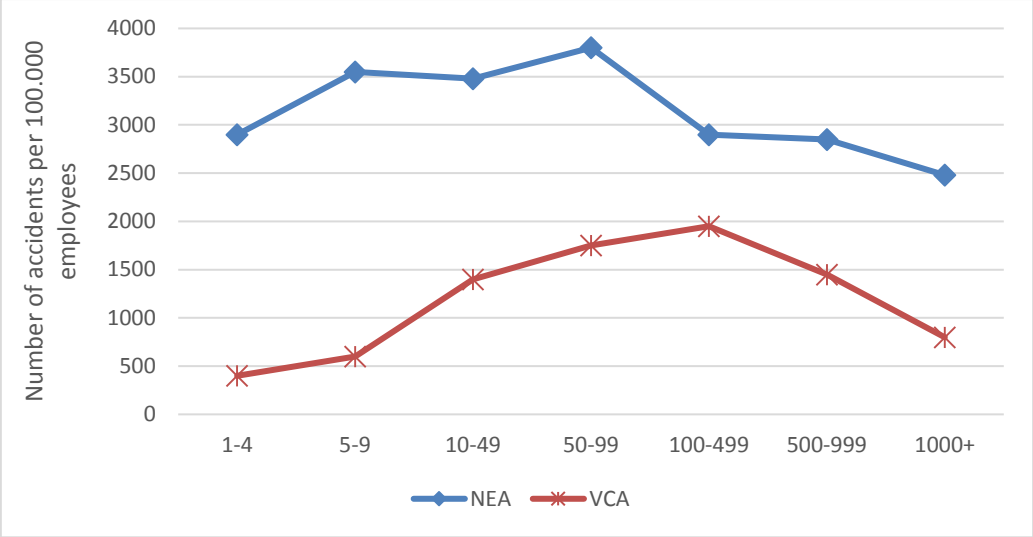
Figure 20.2. Evolution of the total number of certificates in the Netherlands (source: VCA-rapport 2015).



Regarding the evaluation of the impact of the VCA certification, several data sources exist. In 2011, for example, TNO published a report on the efficiency of VCA, based on the VCA database for the Netherlands, including information about accidents in the certified companies (TNO innovation for life, 2011). The researchers first compared the VCA data on incidents with the data from the National Working Conditions Survey (Nationale enquête arbeidsomstandigheden NEA), as shown in Figure *20.*3. Differences between VCA and NEA are large in terms of absolute numbers. This difference is still larger in MSEs than in large companies. This may be the result of better OSH management in VCA companies, but this is not the only explanation since the penetration level of VCA is very high in these sectors, which means that the NEA data include many VCA-certified companies. Indeed, the comparison does not show the performance of non-VCA-certified companies that are part of the same sectors. Furthermore, there are also large differences in the measurement method. Hence, we can conclude that there is an under-registration of accidents in the VCA database, especially in micro companies. However, the data

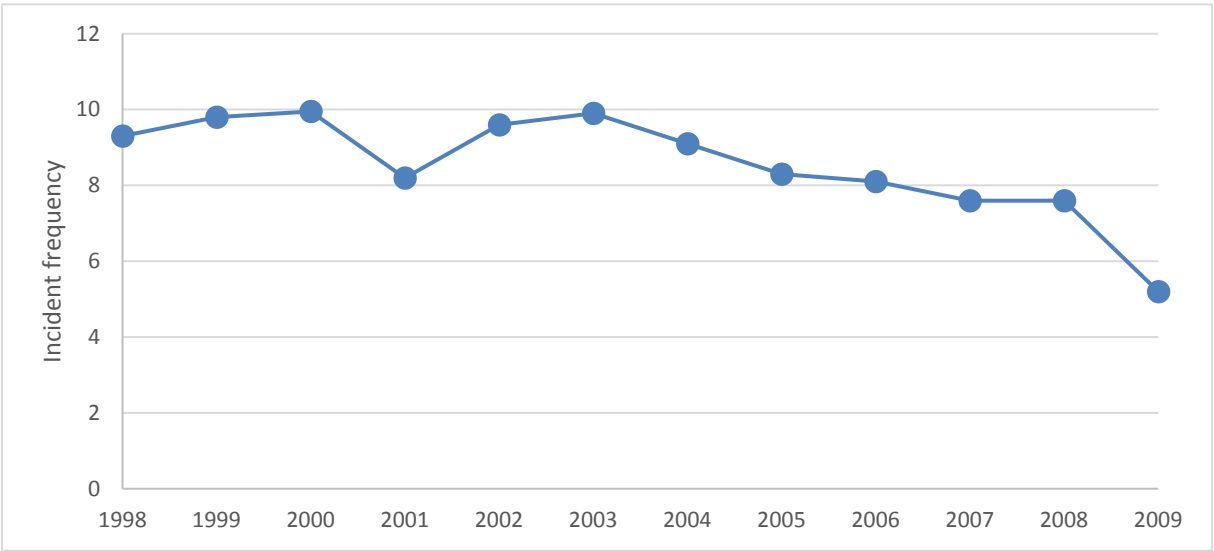
can still be used to look at the evolution of accidents over time, as the under-representation is believed to have stayed stable.

Figure 20.3. Company size and incidents (VCA database and NEA, 2009).



When looking at the incident frequency over time, the researchers observe a clear and significant ($p < 0.001$) downwards trend (Figure 20.4). However, there is no certainty that this decrease is due to VCA. It is observed that non VCA-certified companies that follow the VCA standards in an indirect way also have a decrease in incident frequency. New VCA-certified companies can also be in another certification scheme, such as ISO, which may impact on their incident frequency rate.

Figure 20.4. Average incident frequency per year (weighted).



Given the lack of a valid explanation regarding the efficiency of VCA certification based on statistical data, qualitative research has been conducted in the Netherlands, entitled 'VCA in practice' (Kraaijenbrink, forthcoming), based on 40 interviews with principal contractors, managers, safety managers, operational managers and operational workers as well as observation during audits. The research report was not published at the time this report was written (December 2016), but the SESAME research team had the opportunity to be orally briefed on the conclusions in an interview with the author.

The results of this study are very similar to the observations that were made during the case studies conducted in the frame of WP2 of the SESAME project. Therefore, we summarise the conclusions of both our case studies and the interview about the Dutch study 'VCA in practice' in the following paragraph.

Regarding the decision to acquire the certificate, two possible scenarios can be distinguished from our case studies in Belgian companies: on the one hand, MSEs that are also ISO-certified and which consider VCA a simple formalisation of criteria they already comply to. On the other hand, companies that started to acquire the certification scheme with VCA and still have to put a lot of OSH practices in place. In the Netherlands, the certification scheme is more widespread and present in nearly all companies from the construction and manufacturing sectors, albeit often more because of the incentive to get the contracts than for the sake of good OSH management in itself. The principal argument for companies not to opt to get the certification is the cost of it.

In general, companies are enthusiastic about the certification, as it gives concrete guidelines for systematic OSH management (especially for MSEs) and is sector specific. Toolbox meetings, for example, are much appreciated by workers as they deal with a topic that is relevant to the job and allow some interactions between workers and the operational management about OSH matters. Safety visits to the workplace from the management also gives workers a feeling of involvement and good example. Moreover, the VCA certification checklist includes fewer items for MSEs than for larger enterprises, which is proportional to the available time and resources of MSEs.

However, the large amount of paperwork required for the certification is often experienced as a burden. The Last Minute Risk Assessment, for example, is seen as very useful, but as including too much paperwork, which has an impact on the motivation of companies to effectively put it into practice. As a consequence, the VCA scheme is often a victim of the so-called principle of 'playing the system': companies may perfectly match the requirements in numbers, but do not apply anything in practice. Managers will, for instance, fill in a document saying they have made a company safety tour (as required twice a year), but have not set a single foot in the workplace, on account of a lack of time.

Workers also report that as a result of high work pressure put on them from time to time, they are not able to apply the safety measures required by VCA, as it would keep them from meeting their deadlines.

- **Learning from weaknesses and failures**

As already mentioned, the certification scheme mainly reaches companies that want to compete on quality rather than on price only, ensuring their workers of a safe working environment. It therefore fails to reach out to companies that compete on price only — often having to do so given the context of social dumping in which they operate, which keeps the prices down. These firms cannot afford such a certificate or simply do not want to invest their time and money in the procedures implied by the certification. Some interviewees agreed that there might be a role for the government here to impose some good practices of the VCA certification checklist such as toolbox meetings.

Furthermore, regarding the content, some companies using VCA miss a section about psychosocial risks in the certification, which would help them comply with the Belgian regulation regarding psychosocial risk prevention.

On the application of the VCA, there is certainly work to do to prevent an effect of 'playing the system', giving priority to risk-awareness and reflection about risks than to paperwork. Last Minute Risk Assessments, for example, are experienced as a very good way of preventing risks, but as involving too much paperwork, which sometimes negatively impacts on the quality of the reflection. This is also the case in workers' training, about which workers report that it is not so interesting in terms of technical knowledge, but rather focuses on soft skills such as talking about risks with colleagues.

Finally, it is suggested that the way companies are audited can be improved. Requirements for auditors are still too vague, which leads to inspections that are mainly about papers but do not include any consultation of workers. Better guidelines for audits should be developed — in the Belgian case by the expert executive committee — to ensure the effective application of the VCA requirements.

- **The future of the good example**

The VCA certification is constantly reviewed by the expert executive committee, which meets about four times a year. The experience of the certification and audit institutions is very useful here because their input and experiences with how VCA works in practice enables the adaptation of the criteria to the reality of the companies.

The VCA certificate is promoted on different occasions. For instance, during safety fairs such as 'The way to health and safety' and 'Secura', events such as the award for 'the prevention advisor of the year' and through the BeSaCC-VCA Newsletter.

- **Conclusions**

The VCA certification is a good example of a sustainable way to get companies to introduce a systematic OSH management. The requirement of such a certification for some important projects in B2B contracts is an important incentive, which certainly explains the high and increasing number of certified companies (some 2,452 in Belgium in 2015). The combination of a checklist including minimum requirements for each criterion with the training of all operational workers and management gives companies the necessary means to fulfil the criteria. In this way, it supports companies to have a good prevention strategy and meet the OSH demands imposed by the national regulation. Furthermore, the presence of the social partners as well as certification and audit companies in the expert executive committee that is in charge of setting up and monitoring the VCA system assures legitimacy. However, one can assume that this certification scheme is used by companies that aim at quality and safe work but that it does not reach out to companies following a so-called 'low road strategy' to survive in a market with strong competition for which only price matters.

- **Transferability of the results**

The VCA certification system is already used in several European countries (Austria, Belgium, Germany, the Netherlands, Switzerland). It has also been observed that some foreign workers or employers who got their VCA passport in Belgium or in the Netherlands import the system in their country of origin (especially in Eastern Europe) and keep using it in their work, some of them even imposing it on their clients.

Regarding sectors, alternatives such as the BeSaCC exist for companies working in lower-risk environments. However, the motivation for companies to get this certificate is lower. This might be explained by the fact they do not necessarily need it to get access to certain markets.

- **References, key literature, web pages and so on**

Interview with the Director of Contractor Safety Management.

Interview with the Secretary of Contractor Safety Management.

Telephone interview with the researcher from the quantitative project on 'VCA in practice' in the Netherlands.

Belgian website: https://besacc-vca.be

Dutch website: http://www.vca.nl/

Contractor Safety Management Activities Report 2015.

European Agency for Safety and Health at Work (ed) (2002). Recognition schemes in occupational safety and health. Luxembourg: Office for Official Publication of the European Communities.

TNO innovation for life (2011). The effectiviteit van VCA. Hoofddorp: TNO.

Kraaijenbrink, S. (Forthcoming). VCA in de praktijk.

Good example 21. The Olympic Park Legacy – United Kingdom

Claire Evans, Emma Wadsworth and David Walters, the Cardiff Work Environment Research Centre (CWERC) at Cardiff University.

Background

As part of its remit, the Olympic Development Authority (ODA) established a 'Learning Legacy' project, which aimed to capture and subsequently disseminate the knowledge acquired through the construction of the Olympic Park (the largest regeneration project in Europe at the time) in London between 2008 and 2012. The construction projects also encompassed the building of the Athletes' Village (Europe's largest new housing project at the time), as well as several other sites remote from the Park.

The aim of the 'Learning Legacy' project[20] then was to 'help raise the bar within the British construction sector', with the ODA providing a model for success, deemed transferable to other United Kingdom projects. Ten 'learning' themes were developed for the construction legacy project; these being archaeology; project management; equality, inclusion, employment and skills; transport; sustainability; design and engineering innovation, procurement and supply chain management; systems and technology; master-planning and town planning; and, finally, health and safety.

As regards the latter, the HSE was involved from the outset in using the construction stage of the London 2012 Games as an opportunity to help improve standards of health and safety across the United Kingdom industry. For the ODA (the construction 'client'), therefore, health and safety across construction contractor firms was deemed to be the 'number one priority.' The workforce on the Olympic Park and Athletes' Village sites in East London peaked at 13,000, with a total of 40,000 people having worked on the project by the time of completion.

Venues, facilities, infrastructure and transport were designed so as to help eliminate health and safety hazards during construction, operation, maintenance and the eventual decommissioning of the Park. High health and safety standards were maintained throughout, with this attributed to a combination of strong leadership from the ODA and high levels of contractor involvement and worker engagement in the management of potential risks. Eventually, after 62 million hours of work, the London 2012 Games became the safest on record: the first Olympics in the history of the Games to have been completed without a fatality. Moreover, the on-site accident frequency rate was 0.17 per 100,000 hours, well below the construction industry average of 0.55 and below the national, all-industry average of 0.21 (Waterman, 2013).

As well as focusing on preventing harm, the ODA implemented occupational health facilities — Park Health and Village Health — to ensure the wellbeing of all involved in the project. Over 2,000 workers were seen for health and wellbeing support each month by the health teams on both sites. In that time, around 9,700 people received safety-critical medical checks, with identified health conditions treated and supported to ensure continuation of employment on site.

Post-construction, the HSE cooperated with the ODA, IOSH and other bodies on a series of research projects, which identified and analysed the good health and safety practice implemented during construction and the lessons learned from the London 2012 project.

Moreover, it was anticipated that the legacy transformation of the parks and villages (the villages have been converted into new housing) under the auspices of the London Legacy Development Corporation (LLDA) in the post-2012 period would continue with this exemplary OSH approach. In relation to the conversion of the Olympic Park (now the Queen Elizabeth Olympic Park), the LLDA states that this work has continued with an 'unrivalled safety and health record' — not just in terms of accident prevention, but also in enhancing the wellbeing of the workforce. The LLDA has continued to work with contractors and companies around the Park so as to develop good standards for health and safety in the area. The LLDA has established a Fit for Legacy scheme, which helps SMEs (including micro firms) tender for public sector opportunities. Procurement in the public sector aims to contract construction companies

[20] http://learninglegacy.independent.gov.uk/index.php

with good safety records and developed safety management systems — the LLDA has provided opportunities for small firms to develop such systems, train their workforces and engage with robust health programmes.

- **Target groups**

The United Kingdom construction sector is characterised by high levels of self-employment and fragmentation, with extensive subcontracting of aspects of projects by principal Tier 1 contractors to the large numbers of small firms that exist in Tier 2 and beyond. These small firms were claimed to constitute a principal focus of OSH initiatives in the construction of the Parks and, indeed, thereafter in the transformation activities. By capturing the health and safety lessons — as well as supply chain best practice — in the construction project and transferring these across the wider sector, a principal aim was to raise OSH standards in the vast numbers of small firms that operate in the construction sector.

However, a substantial proportion of the sector (perhaps around a third) is populated by general builders operating primarily in the domestic maintenance and repair market. These are overwhelmingly MSEs and, while some may occasionally work on larger projects (such as house building) where they may be part of a supply chain, many rarely do so. The intention was that even these firms, which operate mainly in the B2C market, would also be reached by the trickle-down effect, but any such impact would necessarily be at some further remove from the target group of firms operating primarily in the B2B market.

- **Vulnerabilities**

Like micro and small companies in many other sectors, those operating in construction tend to lack resources for dealing with health and safety — particularly time and expertise. Where the sector does differ, however, is in its sector-specific requirements on OSH (see the United Kingdom national report) and in its preponderance of temporary, changing and multi-employer workplaces.

- **Description of the good example**
- **The ODA approach to OSH — the ODA statement**

At the outset, the ODA produced a clear statement to inform those delivering the project of the client's aspirations. The ODA statement outlined the procuring of designs, appointment of contractors and the building of the new venues and infrastructure work in relation to health, safety and the environment. It indicated some of the appropriate requirements (e.g. membership of Considerate Constructors, to work in line with the Respect for People initiative and use a behavioural safety programme) for those wishing to work on the project and set out key performance indicators (e.g. zero fatalities, accident frequency rate (AFR) benchmarked against 'one in a million'). The Standard was adopted by the Board, and formed part of the Works Instructions for every ODA construction contract.

The Health, Safety and Environment (HS&E) Standard outlined contractor responsibilities under the Construction Design and Management (CDM) Regulations and informed them that a CDM integrator appointed by the ODA/delivery partner (the delivery partner was an organisation drawing staff from CH2M Hill, Laing O'Rourke and Mace, responsible for quality and safety assurance across the project) was to work with the CDM coordinators to produce a consistent approach across the separate projects.

- **Performance metrics and a scorecard system**

Using a formal scorecard system as well as an accident/investigation reporting arrangement (both web enabled), the Tier 1 contractors, designers and CDM coordinators were required to self-monitor and submit monthly reports to delivery partners on their efforts to achieve high HS&E standards, as well as to inform about any accidents, incidents and significant near misses.

- **Communications**

Communications were seen as a key element in ensuring high health and safety standards. The HS&E Standard states that 'each supplier, the ODA and Delivery Partner shall ensure that there are effective communication arrangements to inform all site personnel of key issues including progress, lessons to be learned from incidents, campaigns, and programmes of risk control.' HS&E information was communicated to the workers on a daily basis mainly through the worker engagement processes (daily activity briefings (DABs), toolbox talks and encouraging workers to speak out about their concerns). The worker engagement activities generally occurred within projects but there was also programme-wide communication in the form of stand-down briefings to highlight hot topics as they arose. There were also a number of cross-project communication forums in the form of Project Leadership Teams; Safety, Health and Environment Leadership Teams (SHELTs); and HS&E forums. These meetings allowed for information sharing on health and safety between key personnel from the delivery partner, Tier 1 contractors and their suppliers.

Various documents, such as HS&E Bulletins, were also used across the projects to provide feedback to the project teams on overall performance and to meet the requirement to comply with common standards, produced by the delivery partner to deal with emerging HS&E issues on a continual basis.

- **Tier 1 contractors' health and safety measures**

Tier 1 contractors were required to have a behavioural safety management system in place, but the choice and design of the system remained the responsibility of the Tier 1 organisation. Some of the worker engagement aspects to be adopted included an open 'no blame' culture, leadership, robust safe systems of work, and effective two-way communications.

Tier 1 contractors were required to consider programmes that incentivised personnel and teams at all levels to make a positive contribution to good health and safety performance. Reward and recognition for workers on the London 2012 construction projects included pin badges for worker contributions; specially made t-shirts; monthly SHELT awards; ODA Annual awards; free BBQs and breakfast vouchers.

- **A focus on health as well as on safety**

Over and above the provisions for safety management, there was an ODA-appointed Occupational Service Provider operating on site. Park Health and Village Health ran a comprehensive prevention programme, which included health checks, health surveillance and health promotion. This support was available for all workers, and all suppliers were to ensure the active participation of their workforces.

A team of doctors and nurses provided on-site clinical medicine cover along with a team of occupational hygienists who focused on preventive, health management strategies.

- **Risk assurance: the role of the delivery partner**

In addition to the Tier 1 contractors' own monitoring, auditing and accident/incident investigations, the delivery partner carried out assurance audits based on risk profiles, statistics and trends unique to a Tier 1 contractor or occurring across the Park. Using periodic site HS&E inspections, the delivery partner audits analysed the health and safety performance on the various projects, so as to validate the self-monitoring reports by the Tier 1 contractors and report back on their findings to the ODA.

HS&E issues were discussed at the monthly HS&E forums run by delivery partner, where senior representatives from all of the project contractors shared their experiences. The forums were also used to produce coordinated responses to HS&E issues in the form of common standard documents.

In order to do their inspections effectively, the assurance team identified HS&E priorities three months ahead of the work. This was achieved through the use of the HS&E scorecards submitted by the Tier 1 contractors, CDM coordinators and lead designers through the online reporting system every month; compliance reviews, which were either themed (i.e. looking at the manual handling operations for all Tier 1 contractors) or specific (looking at key risks at a particular stage of the then-current projects); and

through the monthly meetings held by an assigned member of the assurance team who worked with each project, holding monthly meetings to review the performance and direction of the project. The assurance team was also kept informed of near misses and accidents through the online incident tracker. Near miss and accident information was fed into the tracker, which alerted those involved with health and safety. The alerts were filtered depending on the seriousness of the event and the level of security clearance of the individual.

It should be noted that the health and safety management systems of the ODA and the delivery partner were independently certified to the international health and safety standard OHSAS 18001 and met the requirements of high-level, independent third party auditing.

- **Continuous improvement**

All parties were responsible for the continual improvement of HS&E activities: the ODA was to act on information received through delivery partner, HSE, industry and stakeholders; the delivery partner reported to ODA and worked with the Tier 1 contractors on any improvements needed; the Tier 1 contractors developed their own HS&E systems and responded to delivery partner guidance; supervisors were required to attend training and upskilling initiatives so that they could improve their competence and health and safety effectiveness; and workers were provided with information, empowered to 'not work' if they felt unsafe and given an opportunity to discuss improvements during DABs and committee meetings.

- **Legacy**

As part of the legacy initiative for all Olympic projects, ODA/delivery partner required all contractors to produce a close-out report in order to capture lessons learned on the project. The reports provided a review and record of the performance data on the project in terms of time, cost and fitness for purpose, as well as a record of the performance of the project against the priority themes, including health and safety. As such, there was a record of project health and safety performance against the project's business case and the targets and commitments determined by the ODA policies and strategies. A section of the report was also dedicated to lessons learned during the project. Moreover, any outstanding scope of the project and outstanding elements to be handed over to third parties were included in the final section of the report. These reports and associated health and safety research projects form part of the learning legacy, which provides information of lessons learned during the development of the London 2012 construction programme.

- **Regulation**

HSE also developed a specific approach to regulation for the Olympic Park. This was built on and developed from their detailed dialogue with the ODA and the Tier 1 contractors during the very early design phases of the work. Our interviewees described the aim as being to ensure that HSE's approach was sensible and pragmatic on the one hand, and also not unnecessarily burdensome on the other. They therefore produced plans for each Tier 1 contractor detailing the focus and timing of all inspections to be carried out during the design and construction phases of the work. Our interviewees explained that, while this sounds limiting, they were aware that inspectors would also see other aspects, areas and factors as part of those planned inspections. This approach was welcomed by the ODA and the Tier 1 contractors, and was described as providing reassurance to the government, the industry and wider society that HSE's approach would be efficient and effective but not overly burdensome.

- **Evaluation of impact and effectiveness**

The key statistics on the OSH performance of the original 2012 construction project were outlined above. It has not been possible to find comparable data on the legacy programmes, on the basis of web-based searches, and it is likely that the evidence base here is quite weak. That said, however, our interviews with those working in MSEs in the construction sector as part of WP2 of the SESAME project made it clear that there was a perception of improvement over time as a result of the cascading of OSH

standards and requirements through the supply chain. This improvement related both to OSH performance and to OSH management arrangements and practice. This was not overtly linked by those interviewees to the Olympic Park Legacy — rather, it was seen by some as related to sector-specific legislation. Nevertheless, it is suggestive of change, rooted in legislation, which has not only become the norm in the sector but has been seen as a positive change by those in MSEs.

Our interviews with key stakeholders also pointed to a broadly educative legacy, with a generally higher OSH awareness across the sector, and perhaps a greater assertiveness among some businesses (of all sizes) and individuals about what contractors should be asked for in relation to OSH and what subcontractors should accept or resist in this regard. There was also a perception that there was, and continues to be, a change in client behaviour, which likely had its roots in the Olympic Park development — with clients continuing to try to influence and monitor OSH through their supply chains. However, this was seen as being at its strongest among those involved with the largest builds. There was a view, therefore, that the experience of those, including any MSEs, involved in such projects was likely to be comparable with that of the Olympic Park. However, linked to this was a perception that the sector includes (at least) two tiers of clients — those that understand and are actively trying to use the supply chain to improve OSH management among contractors and subcontractors, and those with little such understanding, who, in effect, are making demands of suppliers as a paper exercise primarily designed to cover their own liabilities. This, too, chimes with the views of those we spoke to in MSEs in WP2 of this project. It also suggests that, while there may be a better understanding generally throughout the supply chain of OSH management, within 'less committed' supply chains there is still a general tendency to 'default' to the environment in which they are working. The top end of the industry, therefore, was seen as continuing to show some legacy, while elsewhere such influence was described to us as being 'commensurate with the fragmented nature of the construction industry' itself — with some effect even among those involved in lower profile builds and the 'mid-range' of the sector, but those at the bottom end, one-off clients and really small companies, having barely begun in this regard.

In addition to some trickle down via smaller and specialist contractors that also work on smaller projects, of the major changes in the way health and safety is approached on the largest projects, our interviewees also pointed to a cultural change in the industry. This was seen as stemming from the impressive health and safety performance record of the Olympic Park, which has become a source of considerable pride for the industry as a whole. There was, therefore, a view that there had been a general change in attitude towards health and safety, with some resulting change in on-site practice. Though all of this is hard to link directly to the Olympic Park, there was a view that it had perhaps been part of a propagation of a cultural change in the industry.

In regulatory terms, our interviewees felt that there has been a definite and positive legacy from the Olympic Park. The approach developed there (described above) is still used today in all major construction projects. It has, in effect, been accepted by industry and the regulator and the 'gold standard' approach. However, as our interviewees went on to point out, the Olympic Park was an exceptionally high profile and well-funded build — and so in many respects very far removed from 'the average' build.

In general, therefore, our interviewees identified client leadership as an important legacy issue, which, while it was not unique to or 'discovered' in the Olympic Park, is seen as having been particularly well illustrated there. To this end, HSE continues to emphasise the importance of scrutiny and accountability. However, continued attempts to stress the 'moral obligation' for the industry's top organisations to lead the way keeps the focus very much on the supply chain. This was something those we interviewed saw as being both positive and problematic. In particular, there was an awareness among all those we spoke to that it is MSEs *not* involved in supply chains that are both not being reached and most in need of OSH support. As one of our interviewees explained, 'there is no real interest for them in these developments in the industry' … 'it is important to try and overcome this disconnect with so many micro and small firms which, in effect, do not see themselves as part of the same industry at all'.

Overall, therefore, the perception was of a finite reach of the legacy benefit from the Olympic Park, but one that key stakeholders in the sector are still trying to build on and learn from.

- **Learning from weaknesses and failures**

As described above, the limitations of this example include its focus on the supply chain and the 'cascade' approach to reach; and its development in a unique environment. Both these factors limit its reach across the sector more widely.

- **The future of the good example**

The nature of this example means that it is not 'actively' continuing — rather it is a legacy that it was hoped would have its own momentum and, to some extent at least, could be said to have been successful in this regard.

- **Conclusions**

Key to the success of the approach taken on the Olympic Park was the collaboration between the regulator, the Tier 1 contractors and the unions before the start of the project. This, of course, was possible and arguably necessitated by the nature of the project itself. However, its legacy has perhaps been a sharpened focus on health and safety across the industry as a whole.

In particular, this example focused on the use of the supply chain to influence OSH management among contractors and subcontractors, which, of course, is strongly supported by legislative requirements. As described above, the impact of this has been greatest at the 'top' end of the industry (large-scale, high-profile builds), while huge numbers of MSEs that are not involved in supply chains perceive themselves as effectively part of a different sector. Although there have been some recent moves, including in regulatory terms, to redress this, there is still a perception of tiers within the construction sector, with those at the bottom having significantly further to travel. Recent evidence of the extent of non-compliance among subcontractors in the sector would seem to confirm this.

- **Transferability**

Transferability of this approach is likely to be dependent on the nature of supply chains within other sectors and countries, and the possibility of introducing (where necessary) and enforcing sector-specific legislation. In addition, as the above sections have made clear, the transferability of this approach from very large projects to smaller ones is not necessarily an 'inevitable' or straightforward process.

- **References and sources**

HSE (2015) 'Research Reports.' http://www.hse.gov.uk/aboutus/london-2012-games/research-reports.htm

IOSH (2012) 'Talk the Talk, Walk the Walk: An evaluation of Olympic Park safety and communication initiatives by Loughborough University.' http://www.iosh.co.uk/Books%20and%20resources/Talk%20the%20talk%20walk%20the%20walk

Learning Legacy (2012) 'Health and Safety.' http://learninglegacy.independent.gov.uk/themes/health-and-safety/index.php

Morning Star (2016) 'Ucatt Slams Small Firm Danger Sites.' http://www.morningstaronline.co.uk/a-efa8-Ucatt-slams-small-firm-danger-sites#.WFbMUWSLS3U

ODA (2014) 'ODA Sets Out Achievements Since 2006.' https://www.gov.uk/government/publications/oda-sets-out-achievements-since-2006

Waterman, L. (2013) 'A Lesson on Health and Safety from the London Olympics.' https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwjerNzpm5nQAhUDKMAKHTjKDY8QFggkMAA&url=https%3A%2F%2Fwww.iosh.co.uk%2F~%2Fmedia%2FDocuments%2FNetworks%2FBranch%2FSingapore%2FMega%2520Construction%2520Event%2F20130513_TODAY_LawrenceWaterman.pdf%3Fla%3Den&usg=AFQjCNGFthJIKvYewrHO4a1I50pULhyI2g&cad=rja

Interviews with: the former head of health and safety at the ODA, a representative of HSE's construction sector unit and a representative of a construction sector trade association.

Good example 22. Compulsory OSH courses and identity cards to provide and control basic OSH knowledge in the construction sector - Sweden

Cecilia Österman and Ann-Beth Antonsson, IVL Swedish Environmental Research Institute.

Background

OSH conditions in construction have been discussed for many years, as the rates of accidents, including fatal accidents, has been and still is among the highest in comparison with other sectors. A factor that has contributed to unsafe conditions in construction is the presence of a high number of entrepreneurs, sometimes subcontracted in long chains making it difficult to control who works at the construction site and to communicate with all workers on the site about, for example, OSH. The mix of many entrepreneurs and subcontracting in combination with time pressure and a desire to cut costs may result in the contracting of 'grey' or 'black' companies — often MSEs that do not pay taxes, have poor training, including in OSH and so on. In order to fight economic crime and exclude companies that do not follow the OSH rules, a system with an identity card, ID06, was developed.

In 2006, the Swedish Construction Federation initiated ID06, which started functioning in 2007. The employers' organisation works together with the trade union for construction workers, aiming to reduce economic crime in the sector. ID06 is a system of identity cards that enables businesses to make ID controls and gather attendance records, with the purpose of making it difficult to perform undeclared work. According to a new law that came into force on 1 January 2016 all construction sites in Sweden are required to have electronic attendance recorders that register entries and exits at the construction site. The Swedish tax authority has a legal right to request information regarding attendance records that show who has been present on the construction site in question, as well as do unannounced visits at construction sites to verify that no undeclared labourers have been working on the site (ID06).

There are several web-based OSH training courses about OSH in construction or including OSH as part of vocational training. These courses are sometimes required for construction workers with access to a construction site. The Swedish Construction Federation in cooperation with the Swedish Building Workers Union have developed several courses.

In 2014, it was decided to establish a link between ID06 and web courses through a competence database, which was launched in the autumn 2016. The competence database will make it possible to control that those working at a construction site have the appropriate training for the job and the training required.

ID06, the OSH web courses and other OSH courses exist and are already working. The OSH courses are still being developed and old courses may be further developed and improved. The connection between ID06 and the registry of completed OSH courses in a competence database is under development.

The training courses and the Entrepreneur School (an organisation providing training within the Swedish Construction Federation) are entirely financed by the Swedish Construction Federation. Hitherto, the cost for providing the course 'A safe construction site' has been about SEK 2 million (about EUR 200,000). For most of the courses (not e-courses), the participants employers pay a fee, usually a couple of hundred euros.

Target group: entrepreneurs working at construction sites

The Swedish construction sector consists of a few large companies and a large number of MSEs. The large construction firms often engage many entrepreneurs at each construction site.

The entrepreneurs are mainly working at construction sites that are continuously changing and they work on a B2B market. Most construction workers have vocational training but at the construction sites there are also managers and so on with higher education. Construction sites have administrative routines. At the same time, there is also a culture of solving problems as they turn up.

There are certain vulnerabilities of the target group. For example, it has become increasingly common to hire construction workers from other countries and a disproportionate accident rate is found among mainly EU self-employed or posted migrant construction workers. For some foreign construction workers, language is a barrier to communicate about OSH and what rules apply. In addition, there is a competition from black market construction companies, but the system of ID06 is expected to keep them out of the construction sites, as ID06 is now compulsory.

- **Description of the good example**

ID06 provides control of the people working at a construction site. Anyone who is present at a construction site should be registered when they arrive and leave the site, and the information should be registered electronically and be possible to be verified/checked by the Swedish tax authorities. One advantage from a safety point of view is that if an accident occurs it is easy and fast to investigate if someone is missing and who is missing.

In brief, ID06 means that

- subcontractors and suppliers are obliged to provide to the general contractor or turnkey contractor in advance in writing the names and civic registration numbers of the persons who shall have the right to be present on the building site;
- everyone on the building site is obliged to be able to show a valid ID;
- everyone on the building site is obliged to wear a visible identity badge or authorisation card;
- the general contractor or turnkey contractor is obliged to keep a daily list of everyone present (personnel register) on the building site. The daily list of those present shall be kept for two years, and kept available for possible inspection by the Swedish Tax Agency;
- the general contractor or turnkey contractor has the right to refuse entry to those persons who have not been pre-registered or do not have an ID;
- the general contractor or turnkey contractor has the right to demand a penalty of SEK 500 (about EUR 50) per person per day from the employer involved, if employees of the subcontractor or supplier cannot show an ID or do not have a visible identity badge;
- the contractor or supplier is obliged to cite ID06 in agreements with any subcontractor.

In addition to this, there is also a need to control that the workers at the site have the OSH knowledge required to be able to work safely. In parallel with ID06, web courses have been developed and are used by entrepreneurs at construction sites, including construction sites at large industries. It has become more and more common that the construction sites require fulfilled training and test of OSH knowledge for workers who are to access the site.

The link between ID06 and information about training provides an opportunity for the general contractor to check that all people working at the site have the required training and allocate work tasks to those who have the right training for the task. Only accredited companies can register their employees in the competence database in order to ensure that only companies fulfilling the legal demands are engaged. The competence database was launched in autumn 2016.

The system of ID06 and compulsory web courses is based on the regulation requiring identity card and attendance recording in combination with demands that the general contractor can choose to impose on the entrepreneurs engaged at the construction site. The demands for OSH training are supported by the existence of web courses developed in cooperation with the employers' organisation and the trade union. In this way, ID06 and the demands from the general contractor on employees with the appropriate OSH training courses serve as a basis for the licence to operate, which is as a strong incentive.

There are several web courses available through the Entrepreneur School for different operations and each general contractor decides what courses (if any) are compulsory. There are also other organisations that offer training and many large construction companies have courses of their own. Some of the web courses provided by the Entrepreneur School are:

- A safe construction site — an interactive web course available in Swedish and English, aimed at increasing knowledge about risks and how they can be prevented, attitudes and rules at the construction site (duration of about one hour).

- Entré, a basic web course for entrepreneurs working at industrial sites (duration of a couple of hours).
- The Swedish Construction Federation also offers a course on business ethics (duration of about one hour and offered both as a web course and on different sites)

Other courses that relate to OSH and are organised on different sites are:

- Safe work on roads, six different courses;
- OSH training for safety representatives, 10 different courses;
- Further training about OSH, four courses including one about exposure to dust at construction sites and psychosocial factors at the work site;
- OSH training for teachers in vocational training for construction workers.
- Asbestos, four different courses;
- OSH coordinator at construction sites (a function required according to provisions from SWEA AFS 1999:3), two courses, one of them in both Swedish and English;
- Chainsaw licence according to AFS 2012:1;
- Drivers of tower cranes, safety, technology and driving;
- Building of scaffolding, three courses;
- Safe shafts;
- Safe lifting.

The courses end with a test, which has to be completed to get an acknowledgement of having taken the course.

The competence database includes courses that companies may require for workers doing certain jobs and courses providing a basic competence for certain functions, for example safety representatives and foremen. About 80 courses are listed in the database. Many of the courses concern vocational training, but OSH is often included in these courses.

The OSH training courses may be required by the general contractor. No special dissemination strategy is required, apart from informing the entrepreneurs that the web courses are required. The Swedish Construction Confederation offers web courses free of charge. They also offer complementary longer courses, which are arranged on different sites in Sweden. These courses are paid for by the employer.

- **Results and evidence of impact**

In November 2015, more than 40,000 companies were using ID06 (ID06) and in November 2016 the figure had increased to about 60,000. The basic course ‘A safe construction site’ had been taken by about 6,000 people by November 2016. Other courses that have been available for a longer time are:

- basic training in building scaffolding, 60,000 completed training course tests since 2006;
- basic training for OSH coordinators on construction sites (BAS-P and BAS-U), 30,000 completed training courses 2009. These coordinators are required according to Swedish provisions AFS 1999:3. BAS-P is responsible for coordination during the planning phase of a project and BSS-U during the realisation phase;
- start course about OSH, about 1,100 people during the last year, a figure which has been quite stable over the years.

The figures given above are the courses arranged by the Entrepreneur School. Large construction companies usually have their own courses, while the participants in the courses at the Entrepreneur School are mainly MSEs and medium-sized companies. After each course, an evaluation is made based on participants’ opinions on the course (paper or electronic questionnaire).

ID06, web courses and the competence database provide a good basis for improving OSH conditions and OSH management on construction sites. The factors that are especially crucial and contribute to the effectiveness are:

- compulsory identity cards;

- the option to demand courses from construction workers and controlling that the construction workers have the right OSH courses through the competence database;
- an interest from the large construction companies to be in better control of their entrepreneurs and OSH and demand OSH competence;
- and the ongoing development of existing and new OSH courses including web courses.

As this strategy is still under development, it is difficult to show what effects have been gained from combining ID06 and the OSH courses through the competence database. However, identity cards (where ID06 in practice is the only option) are compulsory and many construction workers have already taken, for example, the basic web course and other OSH courses.

Key success factors are that identity cards are compulsory and that the sector is active in developing and demanding OSH courses and the large construction companies require that their entrepreneurs have OSH training.

- **Learning from weaknesses and failures**

Several improvements are possible. The web courses are continuously developed and it is desirable that they are expanded to cover more OSH topics.

Even if there is a demand for identity cards and attendance registers, it is possible to get access to a construction site by bypassing the system in different ways. However, bypassing the system requires cooperation between at least two people, one of whom needs to have an identity card. The regulatory demands for ID cards and electronic attendance recorders came into force on 1 January 2016. It can be foreseen that efforts will be made by the authorities to control the attendance recorders and the compliance can be expected to gradually increase. However, this is still to be proven.

- **The future of the good example**

The OSH training courses are continuously developed. Currently, the basic course ‘A safe construction site’ is discussed and was further developed and was launched in May 2017’.

The competence database was launched during autumn 2016. It can be foreseen that the use of the database will be established as routine in many companies, especially the large ones, which will result in blocking out entrepreneurs without ID06 and without required OSH training from construction sites. This will probably increase over the years to come. It is likely that different kinds of problems will arise in this implementation process, but the commitment from the Swedish Construction Federation and the cooperation with the trade union, Swedish Building Workers Union, implies that this example is sustainable and will continue to develop.

- **Conclusions**

Key factors for success are:

- the compulsory demand for identity cards is important, as the regulation provides a control of the entrepreneurs;
- the option to demand courses from construction workers and controlling that the construction workers have the right OSH courses through the competence database;
- the interest from the large construction companies to be in better control of their entrepreneurs and OSH and demand OSH competence;
- the ongoing development of existing and new OSH courses including web courses;
- the support from the social partners and their ongoing follow-up, evaluations and improvements of the support offered to their members and member companies is crucial for the success of these initiatives.
- Transferability of the results

The concept described above is well fitted to the Swedish construction sector and is developed to deal with problems such as economic crime and lack of OSH competence when working at temporary workplaces. The strategy is also based on general contractors' interest in posing demands on OSH competence on their entrepreneurs, which is possible on a B2B market, but more difficult on a B2C market. Transferring this strategy to other sectors can be possible, but has to be adapted to the context and conditions in each sector. For example, in the Horeca sector there is also, in Sweden, a demand for attendance registering, but the clients are consumers who are probably reluctant to start posing demands on OSH training for the employees at the workplace.

This model is based on an active sector and employer organisation working proactively together with large construction companies. In countries without any body interested in taking this role, it will be difficult to apply a similar strategy. However, similar schemes are available in for example Norway and Denmark.

- **References, key literature, web pages and so on**

ID06, www.ID06.se accessed 27 October 2016.

Website for the Entrepreneur school, https://eskolan.sverigesbyggindustrier.se/ accessed 15 May 2017.

Interview with Peter Nilsson, November 2016, Business Unit Manager at the Entrepreneur School at the Swedish Construction Federation and new manager at the ID06 Competence.

Interview with Björn Samuelson, OSH expert, the Swedish Construction Federation, 28 October 2016.

4.6 OSH training for MSEs and their employees

Knowledge about OSH is essential, as it can increase an enterprise's ability to identify and control risks and develop effective and systematic OSH management. Several of the good examples focus on OSH training for MSEs. It is not only the owner-managers of MSEs that need OSH training, but employees also need OSH training related to the risks and good OSH practice for their profession.

Young workers, especially when doing manual work for example in manufacturing industries, service industries and so on, are usually more prone to work-related injuries than older workers. Some tools are targeting vocational training and young and newly employed workers. Some of the examples describe how OSH training has been integrated in vocational training.

Most of the courses use material that is accessible online. There are also examples of entirely web-based OSH training courses including tests that provide a certificate (Good example 27), but most of the courses provide training courses on site, supported by material also available online.

The orchestrated examples (Good examples 1-6) described above also include OSH training, and the personal support provided may also include OSH training (Good examples 12-15).

OSH training for MSEs

Good example 23. Estonia

National programme: a comprehensive OSH training programme for safety managers and senior managers of SMEs

Good example 24. Italy

Subsidies for companies — free training courses for the staff in charge of safety in SMEs

Good example 25. Italy

OSH training for the construction industry in combination with OSH support for workplaces

Good example 26. Romania

Safety and health at work — a prerequisite for competitiveness. Regional seminars in the Horeca and construction sectors

Good example 27. Sweden

'Safe in the store' — a widely used web course about OSH in retail, including OSH training for the newly employed and vocational training

OSH training for the newly employed and vocational training

Good example 28. France

'Synergy' — OSH introduction for the newly employed

Good example 29. Romania

Access — a project for free professional and OSH training of cleaning workers

See also

Good example 4. Sweden

Weld Right (SvetsaRätt) — a web platform for improving OSH and OSH management in welding, providing elements of motivation and incentives, support for OSH training (including OSH in vocational training), good OSH practice and support for OSH management

Good example 6. France

A broad programme aimed at improving safety and health in small construction companies

Good example 23. National programme: a comprehensive OSH training programme for safety managers and senior managers of SMEs - Estonia

Karin Reinhold and Charles Woolfson, the Tallinn School of Economics and Business Administration, Tallinn University of Technology (TTU).

In collaboration with Kristel Plangi, Labour Inspectorate, Estonia.

Background

In the early 2000s, the Labour Inspectorate's visits to Estonian enterprises revealed that many working environment specialists had received only basic training in OSH and were mainly dealing with OSH on the basis of their own experiences, even though the Occupational Health and Safety act in Estonia specifies that a working environment specialist should be a competent safety engineer or a specialist who has received extensive training in OSH. Until 2009, no such training had been offered at national level. It also appeared that many employers, especially in remote areas, had no official training in OSH at all and therefore had limited knowledge of how to deal with and emphasise OSH activities in their companies. Some employers also complained about the high cost of OSH training and argued that there should be a national support scheme for relevant training.

After discussions in the Ministry of Internal Affairs and the Labour Inspectorate, a framework for a comprehensive OSH training programme was agreed under the programme 'Reduction of work-related health risks and improvement of labour relations 2010-2014'. In April 2009, the programme was approved and verified by the Ministry of Social Affairs, which stated that one of the priorities in the 'Human resource development implementation plan' was long and high-quality working lives. The goal was to ensure that the working environment was intended to be 'health sustainable'. One way to do that is to offer comprehensive training to employers as well as safety managers.

The project was executed by the Labour Inspectorate and funding was successfully obtained from the European Social Fund. The pilot year was 2009, when the preliminary preparation was done and the programme was launched. The pilot programme was tested in Tallin and the surrounding area and, after some changes, 2010 was the first year when full qualification was offered through the training programme. The budget for the training programme in 2010-2014 was EUR 672,093, which covered the costs of renting the rooms for training in various parts of Estonia, coffee breaks and lunches, hiring lecturers, hiring a coordinator and information specialists in various regions of Estonia, information days for lecturers, lecturers' transport and copying material.

Target group(s)

The main target group was SMEs with limited financial resources to access similar training organised by private training companies as well as enterprises which are located further away from the capital, Tallin. Due to their remoteness, such enterprises cannot access the same amount of training opportunities as enterprises located in proximity to the capital or other larger cities.

It should be noted that 'safety manager', according to Estonian health and safety law, is anyone who carries out OSH activities in a company (each company, regardless of size, has to appoint a safety manager, who may be a senior manager, a production manager, an HR manager, etc.).

The training programme was not sector-specific. The participants were drawn from several sectors. Table 23.1 shows which kind of sector and type of business the enterprises belonged to and were engaged in and the educational level in the sector/type of business.

Table 23.1. An overview of the sectors in which enterprises which took part in comprehensive OSH training were active

Level of education Business	Low or no education	Vocational training	Higher education	Complex (varying educational levels among employees in the business)
Agriculture, forestry, fishing		Forestry Timber export		Farming
Manufacturing		Metal processing, sawmill, welding Wood processing Furniture manufacturing Food processing Printing Plastics Clothing, textiles		Chemicals Power engineering
Construction		Painting Interior decoration work Concrete manufacturing and installing		Construction Road construction
Wholesale and retail trade; repair of motor vehicles and motorcycles		Wholesale and retail trade		Car-repair shops
Transporting and storage		Transport companies (coach companies, local bus companies)		
Accommodation and food service		Restaurants Hotels		
Administrative and support service activities (incl. cleaning)	Cleaning	Real estate maintenance		Offices Public authorities
Education			Kindergartens Public schools Scientific laboratories	
Human health and social work activities		Elderly care homes		
Arts, entertainment and recreation		Craft workshops		
Other service activities				Staffing agencies Insurance companies

All safety managers and employers of SMEs were able to take part in the training programme regardless of their level of education. Unfortunately, the training programme could not be organised by sector

because of the small size of the labour market in Estonia; especially in rural areas, only a small number of people from each sector were able to participate. Consequently, the programme was not sector specific.

The target group reached: in larger towns such as Tallinn, Tartu and Pärnu all the training groups were full; a waiting list was even created to ensure that the maximum capacity was used if anyone cancelled. Therefore, it can be considered that the target group was reached successfully via various mass media means and word-of-mouth advertising. In order to reach Russian-speaking SMEs, the courses in Tallinn and in the eastern part of Estonia were also organised in Russian. Courses in other languages were not organised, as the Labour Inspectorate estimated that the proportion of immigrants was too low to start a dedicated group in English, Finnish, Spanish or German.

The target group not reached: in rural areas with small towns such as Jõgeva and Võru, participation was not as active as in larger towns. The reason is probably a lower degree of awareness of the importance of OSH for SMEs in these areas, whose main priority is economic survival. Not all groups were filled quickly, so the Labour Inspectorate had to telephone representatives of SMEs in order to explain the usefulness of the course and motivate them to find time to participate. However, even with this effort, in some cases the groups did not reach maximum capacity.

- **Description of the OSH training programme**

The aim of the OSH training programme was to transfer extensive knowledge about OSH requirements and activities in enterprises. Participation was voluntary for all MSEs. The incentives were mainly that the theoretical knowledge would be useful for safety managers and employers and help them to organise OSH matters systematically and proactively.

The comprehensive training programme was divided into three different types of training:

- 120 hours' OSH training targeted at safety managers;
- 24 hours' OSH training targeted at employers, senior managers and representatives of SMEs;
- Optional module: 8 hours' OSH training on a specific OSH area. For example, in 2012 the following modules were organised:
    - 'Organisation of work environment activities at enterprises' in Tallinn;
    - 'Ergonomics' in Jõhvi;
    - 'Lighting' in Viljandi;
    - 'In-service safety at workplaces' in Kuressaare.

Information about the training programmes was disseminated by the Labour Inspectorate (through its web page, www.tööelu.ee, and social media channels), through social partners and using lists of contacts in various regions of Estonia, as well as through local authorities, local newspapers and information portals.

All necessary themes were covered during active training days and participants were given extensive homework in order to put into practice the theoretical knowledge on OSH (e.g. the main legal requirements on OSH, OSH practical activities in the enterprise, OSH training of employees, an overview of occupational hazards and risk assessment procedures, systematic work environment management, personal protective equipment, occupational accidents and occupational illnesses, occupational health services, health inspection, organising first aid, health promotion). The active training days consisted of lectures and problem-solving workshops. Some workshops were sector specific; for instance, that on assessing chemical toxicity was tailored to manufacturing, Horeca, construction, agriculture, etc. Additionally, homework on various topics was mainly tailored to specific sectors and the tutors gave feedback on homework papers taking sector into account.

The course consisted of active learning, independent work, e-training videos and electronic study materials. In the eastern part of Estonia, in order to reach the Russian-speaking workforce, some of the training sessions were organised in Russian. There was a large number of lecturers — 34 — including about 10 lecturers delivering lectures in Russian.

Over the course of four years, the training sessions were organised in eight different Estonian locations: in Tallinn, in various towns in the centre of Estonia, in Jõhvi (eastern Estonia), in Tartu and two other southern towns, in Pärnu and Haapsalu (western Estonia), and in the two capitals of the western islands. The training sessions took place from September to November or from March to May. The 120 hours of OSH training for safety managers was divided into nine active learning days and the 24 hours of OSH training for employers and senior managers of SMEs into three active learning days (with weekly intervals).

At the end of the training, both representatives of SMEs and work environment representatives had to pass an exam (since 2011, the exam has been online). The majority of those taking the exam passed either well or excellently. The participants who passed the exam got a certificate. The criteria for obtaining a certificate in OSH training for employers of SMEs was participation in at least two days of training and passing the exam. The criteria for obtaining a certificate in OSH training for working environment specialists was participation in at least seven days of training, completing at least 80% of the homework and passing the exam.

In the autumn of 2009, pilot training courses, the preparation of which had taken a long time, were finally launched. In the pilot project, 40 work environment representatives (trained for 120 hours) and 40 managers of small enterprises (trained for 24 hours) participated. Three times more people wished to participate in the training than there were available places. Such great interest encouraged the organisers to carry out training for work environment specialists and managers of small enterprises on a larger scale during 2010-2014.

In 2010, 10 groups of work environment specialists were planned to be trained. The target groups for the training were work environment specialists and workers performing the duties of work environment specialists and managers of small enterprises. For the spring sessions, participants could register for five groups (two in Tallinn, one in Tartu, one in Pärnu and one in Jõhvi). In accordance with the time schedule, the training courses for managers of small enterprises began in March. The groups were full very quickly, within a couple of hours in Tallinn and within a week in other cities.

In the curriculum for 2011, the amount of homework was reduced to three assignments, which resulted in a more responsible attitude on the part of participants towards homework, and nobody discontinued attendance at a course because they were unable to complete the homework. Changes in the curriculum also resulted in a reduced number of days of lecture-based training for work environment specialists by one day per group (in 2010, 10 days' training; in 2011, 9 days' training). In 2011, 623 participants in all were trained: 194 work environment specialists (eight groups), 238 representatives of SMEs (eight groups) and 191 participants in the optional module (on a specific OSH area (eight groups)).

In 2012, the number of training hours in the curriculum did not change compared with 2011. There were eight training courses for 700 work environment specialists in all. There were 12 training courses for representatives of SMEs during the year. The activities and processes that began in 2010-2011 remained the same and no major changes occurred.

In 2013, the same practices and processes continued to a large extent. There were no major changes from the previous years and the training system worked well. It was important to maintain what had been achieved and, additionally, to increase the quality of the content. The use of e-schedules and e-surveys was continued. In 2013, the number of participants and training courses exceeded what had been planned: 802 participants attended the training, which exceeded expectations by approximately 33% (the goal was 600 graduates).

The year 2014 was the last one in which the Labour Inspectorate carried out free-of-charge courses for managers of SMEs and work environment specialists. During the year, there were eight training courses aimed at work environment specialists, which were attended by 187 participants, and 13 training courses on the work environment aimed at managers of SMEs, which were attended by 281 people. In addition, during 2014, eight training courses on optional modules were carried out (the topics were 'Accidents at work and occupational diseases: their causes, prevention, consequences and investigation' and 'Work equipment'). These courses were attended and successfully completed by 170 participants.

The training programme was free of charge for all participants (and included coffee breaks and lunches); however, transport to the location where the training took place had to be organised by the participants themselves.

- **Results and evidence of impact**

Altogether, 3,386 participants from more than 3,000 companies have attended the training programme for work environment specialists and managers of SMEs. The large number of participants in the training programme was partly the result of the good reputation of the training courses and good word of mouth. Safety managers or employers who had already participated in the training course recommended it to their colleagues or employers. Furthermore, the fact that the training, financed by the European Social Fund, was free to participants added to the popularity of the courses. In 2013, the Labour Inspectorate analysed its training activities and estimated that it had involved, directly or indirectly, approximately 30% of the total workforce in its training activities. The Labour Inspectorate argued that if the participants implemented the knowledge they had obtained, then it could be said that the information provided at the training had influenced the work environment of at least 163,670 employees in Estonia (Labour Inspectorate, 2013).

Participants in the training courses have been very satisfied with the organisation of the courses throughout the years. The participants' feedback reveals that the lecturers selected by the Labour Inspectorate were very good and knowledgeable. During the lectures, there was an opportunity to solve practical problems directly based on the characteristics of the participants' enterprises. Participants said that it was very useful to get information directly from the authority that inspects the area in which they work. More than 95% of the participants were either very satisfied or satisfied with the overall organisation of the training sessions.

In the interviews with MSEs in the SESAME project, free-of-charge OSH training was mentioned by several employers as a source of useful knowledge that has helped them to deal with OSH matters in a better and more effective way.

The key success factors that resulted in the MSEs benefiting from the comprehensive OSH training were:

- The training programmes took place in small towns all over Estonia, which improved the accessibility of good knowledge of OSH.
- Lecturers were carefully selected: educational qualifications and extensive experience together with scientific work were required.
- The training was organised both in Estonian and in Russian to reach Russian-speaking enterprises in the eastern part of Estonia.
- The training programme was carefully put together by experts, followed by a yearly review by the Expert Working Group. As much as possible, participants' feedback, lecturers' recommendations and topical issues relating to the working environment were considered when making changes to the existing programme.
- The training programme for safety managers included several homework assignments in which the participants were able to apply the theoretical knowledge directly in practice and later get feedback from the lecturer.
- The training programme, financed by the European Social Fund, was free to participants.
- Learning from weaknesses and failures

At the start of every year, the programme was reviewed by the Expert Working Group, which considered the relevance of the topics, the number of hours and the schedules, as well as participants' feedback, lecturers' recommendations and topical issues in the working environment. In some years, the content was changed. For example, in 2012 the topic 'General organisation of work environment activities at enterprises' was replaced by 'Policy of health and safety at work' and 'Work organisation of a working environment specialist' was replaced by 'Work organisation on working environment at enterprises'. Additionally, the topic 'Occupational health and safety systems' was cancelled and a new topic, 'Workplaces and safety signs', included.

In 2010, after the pilot training programme, it was decided to implement e-tuition in order to make the training more diverse, use new technological opportunities, make students more active and gain a more accurate picture of the activities of students and lecturers. For this purpose, the Labour Inspectorate established an e-tuition platform.

In 2011, the exam format was changed, as participants had complained about the need to travel to take the exam. An electronic examination system was introduced, which was justified by the fact that trainees were more willing to take the exam. Additionally, specialists in communication no longer had to spend time organising exams on paper, which had been rather time-consuming. Furthermore, trainees had the opportunity to take the examination at their convenience.

In general, all the participants were satisfied with the practical arrangements for the training. For some participants, however, taking time off work posed some problems. Therefore, the organisers carefully selected the dates for the nine-day course, with the training days equally distributed over between nine and eleven weeks.

An ongoing discussion topic was the need for a sector-specific programme; a few of the participants had mentioned that some of the information provided during the training days was not relevant to them and was hard to apply. For example, lectures about noise and practical examples about industrial noise may not be relevant to small offices, elderly care homes and hotels. The organisers discussed the possibility of organising training sessions by sector, but to achieve full participation, especially in rural areas, would have been problematic. However, in Tallinn, Tartu and Pärnu, it might have been successful.

- **The future of the good example**

According to the participants, such training will continue to be needed in the future. At the time of writing, the programme has been stopped and no free courses are offered, as the Labour Inspectorate judges that the market need has been met for the time being. However, in the scope of the condition for granting support 'Developing a work environment facilitating maintenance and sustenance of work capacity 2014-2020', there is a new initiative to start a training programme again in 2018. The training format, volume and target group have not yet been specified. Until the new programme starts, a few private OSH training companies are offering similar training courses with lower number of participants due to the course fees, which many SMEs consider too high. Additionally, web-based training has gained some popularity, attracting participants on account of the time flexibility it offers.

- **Conclusions**

The comprehensive OSH training programme is a good example of a success due to a combination of several factors such as:

- important OSH matters addressed by qualified and experienced lecturers;
- bringing the training to rural areas;
- smooth practical arrangements;
- use of e-learning support (electronic studying materials, electronic exam, etc.);
- opportunities for information exchange with other MSEs in the area;
- offering the training free of charge.

It is highly possible that if the Labour Inspectorate had not decided to temporarily stop the organisation of the training, it would have successfully continued to this day. There is no data available regarding the improvements that have been made in companies following the participation of an employer or safety manager in the training, but labour inspectors have given positive feedback and judge that the employers who passed the course communicate about OSH matters in a more positive and constructive way.

- **Transferability of the results**

A similar training programme could be introduced in any country context; however, the need to be met and the target group would need to be specified. In larger countries, sector-specific training may be more reasonable as a goal.

- **References, key literature, webpages etc.**

Labour Inspectorate, 2013. Work Environment 2013. Available at: http://www.ti.ee/fileadmin/user_upload/failid/dokumendid/Meedia_ja_statistika/Toeoekeskkonna_uelevaated/2013/Annual_Report_2013_Final_.pdf

Each year, the Labour Inspectorate issues the Annual Reports of Work Environment, where the results of comprehensive OSH training are discussed briefly (reports for the years 2010-2014): http://www.ti.ee/en/media-publications-statistics/statistics/annual-reports-of-work-environment/

Discussion at the Ministry of Social Affairs with representatives from the National Institute for Health Development, Health Board and Labour Inspectorate (meeting, 18 May 2016).

Interview with Kristel Plangi, EU-OSHA Focal Point in Estonia and Head of the Communications Department in the Labour Inspectorate, 21 October 2016.

Interviews with employers and employees of MSEs in the SESAME project, 19 November 2015-30 June 2016.

Good example 24. Subsidies for companies — free training courses for the staff in charge of safety in SMEs - Italy

Enrico Cagno and Guido J.L. Micheli, Department of Management, Economics and Industrial Engineering, Politecnico di Milano (POLIMI).

Background

The aim of this intervention is to support the improvement and raise the level of knowledge and skills in the field of safety in the workplace. For this purpose, the General Directorate for Employment and Labour Policies of the Lombardy Region, with Executive Decree of 4 April 2012 No 2925, approved the 'Notice: Endowment for Companies — Health and Safety in the Workplace'. A huge amount of funding was made available (EUR 9,000,000) for both regional and national levels of the Italian workers' compensation authority (INAIL). The initiative consisted of a voucher for the activation of specific courses, aimed at supporting the OSH-related knowledge of owner-managers and employees appointed with formal OSH duties.

Target group

The initiative enabled the activation of special training paths specifically (and only) addressed to staff from MSEs in Lombardy (at a regional level), who potentially belonged to every sector. Among the objectives of the intervention listed in the official document of the programme, particular attention must be paid to sectoral priorities identified on the basis of the graded risk criteria, shared and/or modulated under the Provincial Coordination Committees coordinated by ASL (the local health authority). From this, it follows that the sectors with the highest risk of accidents were favoured in the allocation of subsidies.

The training services provided by the subsidy had been granted to the persons employed in the operations of MSEs (0-49 employees) located in Lombardy who were in charge of an OSH function/duty. To this end, the company organisation must have so-called 'system figures': that is, professional profiles who must perform a series of specific tasks with the ultimate goal of ensuring the health and safety of workers. The system figures listed below are defined by Legislative Decree No 81/2008 (*Testo Unico della Sicurezza sul Lavoro*):

- employer;
- manager (often not present in SMEs);
- person in charge (typically the office manager, supervisor, team leader, construction site leader and so on);
- health and safety manager (RSPP in Italy);
- operator of the prevention and protection service (ASPP in Italy);
- occupational health physician ('Medico Competente' in Italy): http://www.proz.com/kudoz/italian_to_english/business_commerce_general/4894301-medico_competente.html#10877539);
- workers' representative for safety (RLS in Italy);
- workers in charge of emergency management (evacuation, firefighting, first aid);
- worker.

Description of the good example

The subsidy consisted of a voucher given to MSEs for the training of individuals with OSH functions. The allocation of vouchers occurred through a 'desk' procedure in chronological order of the submission of applications. The voucher was used for the training of workers only within the permissible training paths described in the notice, and was paid to the individual company and not the single person who benefited, and had a maximum value of EUR 5,000 for both micro enterprises and small enterprises. The payment of the voucher was in the form of reimbursement on presentation of the receipted invoice

for the training service received, and so it took the form of a single payment at the conclusion of the activated training paths.

Regarding the educators involved, the current legislation on safety training in the workplace identifies three types of persons charged with the implementation of the training courses:

1. Persons entitled by operation of law: regions and autonomous provinces; university; INAIL; Italian Institute of Social Medicine; Department of Firefighters, Public Rescue and Civil Defence; Defence Administration; Higher School of Public Administration; other high schools of individual administrations; trade union associations of employers or workers; joint bodies;
2. Associated persons treated as legitimated subjects: Ministry of Labour and Social Policy; Ministry of Health; Ministry of Production Activities; Ministry of Interior: Department of Land Affairs and the Department of Public Safety; Formez (association); industrial, aeronautical and nautical technical institutes; orders and professional colleges limited to its members; and
3. Accredited subjects for training operating in the region, who fulfil the following conditions: enrolment in the regional Register (available on the website www.lavoro.regione.lombardia.it); at least two years of experience in the field of prevention and safety at work; presence of teachers with at least two years of experience in the field of prevention and safety in the workplace.

It is obvious that the length, focus and content of the courses depends on the institution involved in the implementation of the courses themselves.

The eligible and fundable training paths were:

- Operator and Supervisor of the Prevention and Protection Service (ASPP and RSPP in Italy).
- Operator and Supervisor of the Prevention and Protection Service (ASPP and RSPP in Italy) — Module B — Update.
- Operator of Business First Aid.
- Operator of Fire Prevention, Fire Fighting and Management of Emergencies.
- Operator of Installation, Removal and Transformation of Scaffolding.
- Operator of the Use of Access and Positioning System Through Ropes.
- Workers' Representative for Safety (RLS in Italy).
- Workers' Representative for Safety (RLS in Italy) — Update.
- Workers' Basic Course in OSH.
- Specialised Workers' Basic Course in OSH.
- Managers' Basic Course in OSH.
- Employer who intends to directly perform the tasks of prevention and risk protection.
- Employer who intends to directly perform the tasks of prevention and risk protection — Update.
- Work-Related Stress: Basic Training for Managers and Supervisors, and Updates for the Employer Who Performs the Task of RSPP.
- Work-Related Stress: Basic Course for Workers.
- Work-Related Stress: Basic Course and Update for Workers' Representative for Safety.
- Work-Related Stress: Updated Module B for Operator and Supervisor of the Prevention and Protection Service (ASPP and RSPP).
- Results and evidence of impact

The number of companies that have been funded totals 1,800 (unfortunately, the number of subsidised courses differentiated for each type of course and this has not been possible to obtain). Based on informal in-depth talks with an OSH consultant and President of the Association of Micro, Small, and Medium Enterprises (API), who is also an owner and manager of a small company, this project can be considered successful because it reached a considerable number of MSEs (but the distribution among micro versus small is not known), which were helped through training courses for staff in charge of safety. The number of companies involved is more relevant when considering that the duration of the programme was only a year.

As with most programmes based on incentives, it is very difficult to measure the direct impact on the work environment, particularly in relation to OSH performance. In fact, there are no data available regarding to what extent improvements have been made in the companies after the participation of employers and employees in the training courses. However, based on the informal in-depth talks with an OSH consultant and the President of API, we can confirm the (perceived) satisfaction from the MSEs that applied for the subsidy.

The amount of money available (EUR 9,000,000) comes from the combined action of some operating bodies in the Lombardy region. In any case, the subsidy did not continue, supposedly on account of lack of funding. In the last few years, there has been very little budget available for this kind of activity. Therefore, the Lombardy region is only occasionally able to run some strategies and programmes in the field of safety and health in the workplace.

- **Conclusions**

In order to achieve the objectives in regard to safety, the Lombardy region put together a network of professionals (i.e. 'peer network') to consolidate a method of sharing between the different actors (institutions, businesses, trade unions and so on) taking part in strategies and common guidelines, stimulating participation and consent. The agreement, which gave rise to the funds, comes under Legislative Decree (9 April 2008) between the government (Minister of Labour and Social Policy, the Minister of Health), the Regions and Autonomous Provinces of Trento and Bolzano in order to identify priorities for the financing of activities to promote the culture of health prevention and safety in the workplace. The Endowment for Companies — Health and Safety in the Workplace is one of those.

Moreover, the programme is potentially replicable and sustainable over time, because, if compared with its yearly budget, the resources involved are not so significant (also considering that the majority of funding came from INAIL managing a sizeable budget).

- **Transferability of the results**

The programme is intrinsically transferable, given its nature. The largest problem is replicating large amounts of money needed to enable the training courses. For this type of programme, it is not always possible, especially when the training courses cannot — at least in the short term — self-sustain the creation of the original funding. However, the structure for providing OSH courses would seem easier to implement. At least in Italy, companies that deal with counselling and training, even in respect to the field of safety and health at work, are well rooted. If possible, it is a good idea to take advantage of the training and consulting companies already present in the national territory.

- **References, key literature, web pages and so on**

The current overview has been compiled from web-based sources, supplemented with informal talks with an OSH consultant and the President of API, who is also an owner and manager of a small company.

http://www.ue2007-2013.regione.lombardia.it/shared/ccurl/584/838/Decreto%207209%20-%20Proroga%20scadenza%20Dote%20Sicurezza.pdf

http://www.unioncamerelombardia.it/images/file/OE%20FocusCongiunturali2015/DEMO_TOT_anno_2015.pdf

Good example 25. OSH training for the construction industry in combination with OSH support for workplaces - Italy

Enrico Cagno and Guido J.L. Micheli, Department of Management, Economics and Industrial Engineering, Politecnico di Milano (POLIMI).

Background

The construction site working environment — whether short, medium, or long term — is a scenario where the state of things should be checked every day in order to understand whether the operations are correct or not. The Associazione Nazionale Costruttori Edili (National Association of Building Contractors (ANCE)) was established on 5 May 1946 to help employers and employees create a better workplace environment in the construction sector. The objective of ANCE is the promotion and strengthening of entrepreneurial values and the construction industry workforce and its supply chain, while also contributing to the pursuit of the general interests of the Country. Today, about 20,000 private enterprises specialised in public and private, commercial and industrial, and civil and infrastructural workplaces are members of ANCE. The association's network covers all of Italy, and is divided into 102 local associations and 20 regional bodies.

Assimpredil ANCE is the association of construction and complementary companies operating in the provinces of Milan, Lodi and Monza, and has served as the largest member of ANCE for the past 66 years. The aim of the association is to promote the development and continued progress of the construction industry. Assimpredil ANCE supports its members with any needs related to enterprise activity by providing information, advice and assistance from a team of experienced and highly skilled people. The societal aim of the association is to provide presence and assistance on the collective and individual level to the enterprises of the system in an effort to assist with problems that directly or indirectly affect them.

The association's role is growing, especially through the network of joint bodies established with trade unions in terms of assistance to workers (Cassa Edile (Welfare Fund)), safety in the workplace (CPT, that is Regional/Territorial Joint Committees) and the professional organisation of workers (Ente Scuola (School Body)); all of these categories are primarily active ANCE entities from the construction sector.

The CPTs — with the respective national coordinating body CNCPT (National Commission CPT) organised into its Regional Coordinators (CRCPTs) — are active within the provinces by providing services to companies that are aimed to protect the safety and health of workers. The transposition of several European directives on safety and health at work (namely 89/391/EEC, 89/654/EEC, 89/655/EEC, 89/656/EEC, 90/269/EEC, 90/270/EEC, 90/394/EEC and 90/679/EEC), through the emanation of Legislative Decree No 626/94 and Legislative Decree No 494/96 (merged into the Legislative Decree No 81/2008 (*Testo Unico*)), represented a further qualification for CPT, giving renewed impulse to the institutional mission to realise the safety and prevention on construction sites contributing — in a capillary manner — to guiding and assisting companies and workers in the construction sector.

The Schools of Training (School Body) — with the respective national coordinating body FORMEDIL — organise into regional offices (Regional FORMEDIL). Building schools are aimed at promoting the improvement and updating of the conditions of workers and enterprise technicians in the construction sector. FORMEDIL leads a territorial network of 102 building schools that annually conducts more than 11,000 courses, attended by more than 142,000 technicians and employees in the construction industry.

The Welfare Fund established in each province represents the instrument for the implementation of contracts and collective agreements between ANCE and the trade unions FeNEAL-UIL, CISL and FILCA FILLEA-CGIL, and between territorial organisations affiliated with them respectively. Subscription to the Welfare Fund also allows the use of services offered by the School Body and CPT, which are (as just mentioned) the joint bodies of the construction sector in the field of professional training and safety at work. The intended audience is made up of 150,000 companies and 800,000 workers (http://www.cnce.it/).

For the provinces of Milan, Lodi and Monza, the Welfare Fund, ESEM (Building School Body of Milan) and CPT Construction Safety are managed jointly by Assimpredil ANCE and trade unions (FeNEAL-UIL, FILCA-FILLEA-CISL and CGIL). These three bodies are called 'joint' because management committees formed equally by business associations representatives (ANCE) and representatives of trade unions (CGIL, CISL and UIL) provide for their functioning.

- **Target group**

The target group is the construction industry, limited to companies registered with the Welfare Fund (more than 150,000 enterprises, most of which, according to the sector features, are small and medium-sized ones and comprise about 800,000 workers; CNCE, Report of the President,2014).

The total number of registered companies in Lombardy (according to the Chamber of Commerce) at the end of 2015 was 150,549. The decline of the construction sector in 2015 (by 1.6 %) is in line with what was observed in 2014 and indicates continued difficulties.

- **Description of the good example**

Construction companies registered with the Welfare Fund (with registration fee proportional to company size) can take advantage of the wide training provided by the two bodies (CPT and ESEM) who are part of the joint system at no cost or at very reduced rates, thanks to the contributions of companies subscribed to the Welfare Fund. The advantages of registration and regular contributions are numerous and differ at the enterprise and individual worker level:

- Taking into account only the construction safety context, enterprises get the gratuity of the mandatory courses (by Italian legislation) of initial safety training for workers and technical/in-charge employees of construction. Enterprises also get free safety assistance on construction sites through technical advisory visits, which are intended to identify critical situations in the field of health and safety. Furthermore, advisors recommend prevention and protection measures to be taken to eliminate or reduce identified risks, preventing the attribution of any sanctions by competent supervisory authorities.
- Taking into consideration only the construction safety context, workers receive training amounts constrained by law and in accordance with the contract, at no cost (training provided by ESEM and 'Safety in Construction CPT').

Workplace inspection of safety

A selected team of technicians and experts in the field of health and safety in construction is able to offer 'solutions' to many problems detected at construction sites or at the enterprise. More than 6,500 annual visits by CPT technicians have allowed the institution to become a real reference point, always present and updated for companies, workers and supervisors. The main activity of the CPT consists of free technical advisory visits on construction sites where the dual purpose is

1) to identify — with the presence of the site representative — the critical situations in the field of health and safety; and
2) to advise technical, organisational and procedural solutions to eliminate or reduce identified risk situations.

To carry out this activity, CPT uses 10 professionally qualified technical teams, each operating in their territorial jurisdiction area. There are different types of visits that distinguish the service: scheduled visits (according to an organised plan by consulting the data bank); visits required by construction companies operating in the area; special visits (MoUs — administrative measures used by public administrations to regulate areas of institutional collaboration and ways to implement community service projects,

agreements, ‘Quality Construction Site’ (a certificate of merit) and so on); and visits reported by trade unions or employers.

We have decided to mention two other activities offered by CPT, because they are related to a number of accidents and occupational diseases: the calculation of the probability of death by electric shock (electrocution) and the detection of levels of exposure to noise and mechanical vibrations that may cause risks to workers.

1) *Calculating the probability of electrocution*

   Italian regulation requires that construction sites will verify the safety of metal structures (scaffolding, cranes, silos and so on). The technical CPT makes a preliminary site inspection necessary to verify the data provided by the company in order to draw up a proper technical report, updated constantly with local regulations, for each metal structure necessary for the execution of the calculation of the probability of a lightning strike. The technical report will be produced within 10 working days from the date of execution of the survey. The service is free for companies.

2) *Exposure assessment of workers at risk from noise and vibration*

   This service consists of the evaluation of the level of exposure of workers to noise and mechanical vibration according to the criteria established by Legislative Decree No 81/2008 Title VIII subsequent amendments.

   a) NOISE

      The technician in charge of the CPT, an expert in environmental acoustics:

      (1) carries out the sound measurements on site, checking the noise level of machinery and equipment and the exposure times and the tasks of workers;

      (2) draws up a technical report that will enable the employer to identify the level of exposure of workers to noise, the degree of risk to which they are exposed and the consequent legislative obligations related to the identified risk level.

   b) MECHANICAL VIBRATIONS

      The technician in charge of CPT:

      (1) performs the necessary measurements on equipment and machinery in the company (in the case of a full-service request — noise and vibration — the measurements for the vibrations are carried out simultaneously with the sound level measurements);

      (2) draws up a technical report that will enable the employer to identify the level of exposure of workers to mechanical vibration and the degree of risk to which they are exposed; and

      (3) meets the consequent legislative obligations related to the identified risk level.

After performing the inspection agreed on with the employer, the report is scheduled and will be completed within 15 working days from the date of the execution of the examination. The service is not free, but requires a payment equal to 50 % of the total cost. CPT pays the remaining 50 %.

On-site technical assistance is offered to the construction sites for free. CPT also offers their members and different company stakeholders informational meetings in the Milan and Monza headquarters where opportunities to clarify ‘what to do’ as well as to decipher numerous regulatory issues in place are offered with the same collaborative and consulting style. Within this purpose, CPT organises a series of services that are mainly educational initiatives focused on developing worker awareness and skills aimed at health and safety at work and training initiatives on how to use particular PPE. It is the same CPT that through their teams of experts and technicians directs the various stakeholders in the construction industry, carefully considering in advance what roles should be designated in the company: health and safety managers (employers or not), workers' representatives for Safety, and emergency workers for

first aid and fire prevention. The training also extends a special focus on the health and safety of the technical staff of public administrations and the bodies responsible for control and supervision. The actions of consulting and offering continuous assistance deserve special attention: the CPT staff employed at local offices provide suggestions and clarifications on various issues of safety legislation in force, with the guarantee of constant analysis and periodic updating. In support of information and training activities, CPT produces and elaborates multilingual material distributed to Italian and foreign workers, in-depth technical lecture notes designed for supervisors, and material collected in publications to keep and consult as needed.

ESEM

ESEM promotes an extensive training programme for worker and technician profiles operating in the construction industry. The goal is to allow continuous professional growth and gradual improvement of human resources in the construction sector both at the contractual and legislative level through the fulfilment of the constrained training.

In addition to refresher trainings for workers and technicians, along the lines of lifelong learning, all building schools carry out construction site entry courses, work start-up courses, apprenticeships, and safety courses together with additional activities in collaboration with schools and universities. Specific types of courses that are appropriate to fulfil the obligations under the *Testo Unico* on Safety at Work (Legislative Decree 81/2008, Articles 37 and 73) include the 'MICS 16hrs' project, where MICS stands for 'Integrated Modules to build in safety'. These courses are certifiable and cover the entire national territory. The courses are recognised by the Ministry of Labour and the Coordination of Regions. They include basic training for workers, qualifications of machinery use, and foreman and manager training:

- Courses on basic training for workers: The '16 hours before' and 'training of construction workers with expertise' are an important contract innovation introduced by the Collective Labour Contracts (Construction Industry, Construction Craftsmen, Construction PMI and Construction Cooperatives), signed in June/July 2008 and confirmed on 16 December 2011. This requires that from 1 January 2009:
    a) Construction companies report the hiring of every worker who accesses the sector for the first time well in advance, but not fewer than three days from the true entry date of the worker on the construction site. Such notification shall be sent to the Territorial Welfare Fund, who will send the communication to the building school.
    b) The regional building school will call for the employee to attend a 16-hour course on the professional basics of construction jobs and safety training.
- 'Courses enabling equipment' is a training programme that:
    a) is specific to the sector of building and road construction and addressed to construction companies;
    b) is vocational and practical, serving to improve the professional skills of the operators (the practical training takes up more than half of the training time); and
    c) is modular with each attended module being certificated (If you want to do the qualification for another machine you do not need to repeat the basic module).
- 'Foreman and manager training': The prevention and safety management (according to the levels of tasks and responsibilities assigned by law) has become, especially in recent years, an essential and qualifying component of the 'job' of the supervisor and the manager. Organising (plan and control), overseeing and ensuring the prevention and safety system function are tightly integrated with the daily work of production management on the construction site. The courses for supervisors and managers are of a vocational and practical nature (intended to improve professional and operational skills), and they refer to the specific context of building and road construction.

- **Results and evidence of impact**

The following data were collected from the whole national territory.

Presently, approximately 150,000 firms, most of which, according to the sector features, are SMEs and more than 800,000 workers are registered with the Welfare Fund.

CNCPT

It is important to analyse the visits from CNCPT at work sites. According to the report from this year, there were 103 collaborating institutions — two more than last year — but with reference to May 2016, there were 85 entities performing site visits (the same number from the previous year). However, the total number of visits made over the course of 2015 showed a significant reduction, and followed a declining trend observed over the past five years, from a peak of 52,176 visits in 2011 45,827 in 2013, 41,486 in 2014, to 38,556 in 2016. As previously explained, this phenomenon has been generated as a result of the sharp slowdown in the construction sector, which was caused by the economic crisis. However, although significant, the reduction in the activity of CPT visits is absolutely in line with the dimensions of construction braking; indeed, it can be argued that the CPT system showed good sealing capability during this difficult phase (Moretti et al., 2016).

In 2015, 71 CPTs performed information campaigns — only two fewer than last year — but the structures operating in the training were 76, versus 74 in 2014, 55 of which specialised in construction site activities. The same growth dynamic is detected for the provision of other services, with 62 active regional organisations in 2015 versus 59 in 2014 and 57 in 2013. The information and promotion of safety culture seemed to also revitalise information campaigns, with 397 in 2015 versus 67 in 2014. However, structural decline seems confirmed when compared with the levels in previous years (924 initiatives in 2012). Training is becoming one of the core activities of CPT, with the numbers clearly showing this trend (77,628 workers were involved in training activities in 2015, compared with 54,023 in 2014 and 55,423 in 2013; Moretti et al., 2016).

The assessment of the situation observed in subsequent visits to the same sites can be a good starting point to reflect on the effectiveness of CPT activities. The reference population is made up of 259,240 verifications (stroke lightning, noise, vibrations and so on) carried out in the 12,287 visits made until 27 June 2016, composed of 7,517 first visits, 2,621 second visits, 723 third visits, and so on, up to a maximum of six sites that were visited 38 times. During the first visits, 167,488 inspections were carried out, 128,136 of which ended without recognition of contraventions; 11,382 with notification of serious breaches; 20,106 with no serious contraventions; and 14,898 carrying out observations. Thus, for the first visit it is calculated that an average of 1.1 serious breaches and 2 less serious breaches occur per visit, a parameter in which it is possible to assess the situation observed in subsequent visits where the situation looks much better (Moretti et al., 2016).

An additional measure to gauge the effectiveness of activities carried out by CPT may be obtained by evaluating the results of checks on the same element of the site with the highest level of detail (classification worksite areas in 192 elements), verifying the results from the first and last visit. The collected data show that 2,820 alerts of serious non-conformity were carried out at the first visit, and at the last visit 1,949 had no breach, only 89 had observations (OSS) and 140 had minor non-conformity (NC-) (Moretti et al., 2016). Only 642 inspections of serious non-conformity were carried out at the first visit; the last visit still showed serious non-conformity. Of the initial 2,820 inspections of serious non-conformity, 1,949 (69.1 %) had radically changed status, highlighting no problematic issues at the last visit. Another 229 (89 observations and 140 minor non-conformity), 8.1 %, showed a significant improvement, resulting in overall 2,178 improvements cases from the initial situation: a success rate of 77.2 %.

FORMEDIL

In 2015, there was a significant increase in training activities supplied by building schools compared with 2014, both in terms of the number of courses and the number of students trained (Carapella et al., 2016). The courses increased from 12,322 in 2014 to 13,831 in 2015, with an increase of 12.2 %, while the trained students increased from 144,527 to 161,827, representing an increase of 12 %. However, the trend of decline recorded from 2012 onwards continues in regard to the number of training hours, which declined from 370,970 in 2012 to 343,095 in 2013, 329,977 in 2014 and 294,414 in 2015, representing a decrease of 10.8 % from 2014 and 14.2 % from 2013. Changing educational needs combined with the demand for more specific courses has resulted in a significant decrease in the number of hours per course, which changed from 26.98 (hours per course) in 2013 to 26.78 in 2014, and to 21.29 in 2015, with a decrease of 20.5 % from 2014.

As for the MICS 16hrs project, which mainly focuses on safety and health in construction sites, it racked up to 5,336 courses in 2015, or 73,155 hours attended by 50,505 students. This increase, compared with 2014, was equal to 12 % for the number of courses, 5.2 % for the number of hours, and 11.8 % for the number of students, emphasising the wide popularity of these types of courses. Only the student numbers from the schools in the south of Italy have declined, by 5.2 %, compared with 2014 (Carapella et al., 2016).

Even in 2015, the MICS 16hrs project was confirmed to be the largest mass education campaign of safe working behaviour in the Italian construction sector, with 31.2 % of students trained stables in respect to the total number of students trained by FORMEDIL (Carapella et al., 2016).

In regard to market situations in construction, there are some difficulties and obstacles that cannot be overlooked. The work of CPT has recorded about 13,620 visits in less than five years on construction sites. This phenomenon is mainly caused by the sharp drop in the construction sector since the financial crisis, which marked a decline in the value of production by over 30 %, a reduction of investment in new buildings by 60 %, a decline in physical volumes of new construction by 65 %, and resulted in the loss of almost a third of employment capacity. Again (as already noted above), the reduction of CPT's visits is absolutely in line with the dimensions of the sector braking (Moretti et al., 2016).

- **Conclusions**

FORMEDIL coupled with CNCE (Commissione Nazionale Paritetica per le Casse Edili (National Commission Welfare Fund)) and CNCPT constitutes SBC, bilateral system of construction. Through a widespread presence across the country, the construction training system guarantees education in each local region and provisions favouring the continuous updating and constant professional development needed by specialists in the building production process. SBC works with businesses and workers on the forefront to promote innovation, quality and safety in the construction sector by emphasising training.

The key feature of the training approach, followed by the bilateral system of construction, is to put into the foreground the real value of experience. This ensures the substantial quality of training, thanks to the close connection between theoretical education and practical experience on the worksite. Many of the initiatives are undertaken through a methodological approach of training on the real worksite (school sites) in the context of training for the recovery and building renovation as well as joint actions between construction and vocational and technical schools.

- **Transferability of the results**

The programme is intrinsically transferable, given its nature. The training provided by the programme is required according to regulations, which makes it easy to demand. In other contexts, and without that regulatory demand, the incentives for OSH training would be weaker.

The training organisation as well as workplace visits are dependent on the organisations' funding and the organisation of training and visits. Without such organisations fulfilling this function, it would be difficult to implement a programme like this.

The demand for OSH training is not common and even less common in sectors other than construction. This kind of programme will most likely be more difficult to implement in other sectors.

- **References, key literature, web pages and so on**

The current overview has been compiled from web-based sources, supplemented with some preliminary unstructured interviews with Arch. Alfonso Cioffi, Area Legale Contratti Lavoro (Legal Department, Working Contracts) and member of Assimpredil ANCE.

In addition, the majority of the content comes from two reports (FORMEDIL and CNCPT), kindly made available by the secretary office of the FORMEDIL association.

http://ww2.cassaedilemilano.it/

http://www.ance.it/
http://www.cnce.it/
http://www.cncpt.it/Pages/Default.aspx
http://www.cptmilano.it/Pages/it_servizicantiereredirect.aspx
http://www.esem.it/Pages/Default.aspx
http://www.formedil.it/

Carapella, G., Bellicini, L., Cristiano, G., Gugliandolo, T., Levantesi, C., Linari, A., Martino, R., Reggio, P., Cigarini, C., Golato, M., Fanzini, M. and Martini A. (2016). Rapporto FORMEDIL 2016 — Ritorno alla formazione Per un nuovo welfare di settore a misura di lavoratori e imprese. Il ruolo della formazione.

Moretti G., Bellicini L., Campanelli E., Baldazzi S., Carbone G., Mura A., Cipriani S., Galasso V., Geminiani C., Sonno M. and Tramontano A. (2016). Rapporto CNCPT 2016 sulla sicurezza in edilizia.

▪ Good example 26. Safety and health at work — a prerequisite for competitiveness. Regional seminars in the Horeca and construction sectors - Romania

Raluca Stepa and Maria Haiducu, the Romanian National Research and Development Institute of Occupational Safety (INCDPM).

▪ Background

The Horeca and construction sectors have a high frequency of occupational injuries. A programme was initiated aimed at improving OSH in these sectors in parallel with strengthening their competitiveness. The objective of the project 'Safety and Health at work — a prerequisite for competitiveness' was to train and provide general and sector-specific information to managers and owners in the Horeca and construction sectors so that they will be able to improve OSH and to combine OSH performance with business competitiveness.

The project has been co-financed by the European Social Fund and by INCDPM within the Sectoral Operational Programme for Human Resources Development (SOPHRD/POSDRU). It started in 2010 and had a duration of three years and a budget equivalent to about EUR 3,600,000.

The project coordinator was the INCDPM and the Romanian Chamber of Commerce and Industry (CCIR) was the only partner.

▪ Target group

The target sectors were Horeca and construction. The programme did not focus on MSEs but Horeca and construction have a high number of MSEs. The targeted participants were especially managers and owners of enterprises, but workers with OSH responsibilities were also included. The project indicators regarding participants were:

- 40,000 participants in the two sectors to receive information materials developed by the project;
- 2,400 participants in the two sectors to attend the training sessions of the project.

The project aimed at gathering the members of the target group from all the eight development regions of Romania (geographical and administrative divisions, each with several counties).

The sectors included in the project have a considerable number of vulnerable workers because of the undeclared work, but they were not part of the target group.

▪ Description of the good example

The project used the opportunity of the SOPHRD, dedicated to human resource development, to propose activities related to training and information regarding OSH and management.

The chosen sectors (Horeca and especially construction) had an impressive growth when the project proposal was submitted, but soon after they were severely affected by the economic crisis. This did not hamper the project; on the contrary, the fact that during those hard times it offered free training was a good opportunity for many enterprises, especially MSEs, as one participant said.

The project had the following activities:

- a study of the current situation in the Horeca and construction sectors, including the situations of SMEs and MSEs in these sectors and the needs of these enterprises were identified using a questionnaire;
- elaboration of information materials on OSH but also on the relation between OSH and productivity: summaries of applicable legislation, sector statistics on accidents and information

on their costs, and influence of OSH on other work processes; presentation of risk assessment methods, examples of good practice, factsheets, checklists;

- organising one-day seminars on OSH and management in all the eight regions of the project: OSH legal and practical aspects were presented along with management aspects, organisation of work to balance production and safety, cost–benefit analysis of OSH measures, examples of financial sources that could be used by managers for their companies;
- organising two types of training courses: entrepreneurial competences and OSH specialisation, both authorised by the National Authority for Competences (ANC) with differentiated curricula for the Horeca and construction sectors. According to legislation, the OSH specialisation would allow the participants to act as OSH specialists in their enterprise (except for the risk assessment for which more training would be needed).
- evaluating the project impact: a sample group filled in a questionnaire regarding the participation in the project.

The target group that has been reached by the project comprised 37,000 participants who received materials and 2,427 persons who were trained in the project. In addition to managers and owners, OSH specialists at enterprise level were also accepted. The proportion of MSEs was high, over 80 %, according to the project coordinator. The target group was gathered mainly by using data available to the Chamber of Commerce; announcements regarding the project and its activities were also published on the project website.

Even if it was not especially dedicated to MSEs or SMEs, the project took into consideration the high percentage of such enterprises in Horeca and construction when elaborating the support documents and instruments and organising the seminars and training sessions.

The support documents included factsheets on general and specific risks for Horeca and construction that are easy to use as well as presented hazards, effects and examples of measures.

In order to help enterprises identify the hazards themselves, checklists were made for various workplaces (e.g. kitchen, disco clubs, camping parks and so on) as well as for some of the risks that are often overseen in Horeca and construction: manual handling, strenuous positions or psychosocial risks.

The information sessions, the courses and the support materials were elaborated by the specialists of the project teams and by subcontracted experts.

The participation was free of charge; all those who needed accommodation (all inclusive) and who were travelling were financed by the project. All participants had food and refreshments provided freely by the project during the sessions and the conferences it organised.

The project has been disseminated by being presented in magazines (14 articles in magazines specialised in OSH, Horeca, construction and general business) and on the national radio channel.

- **Results and evidence of impact**

There were 16 seminars for information on OSH and management aspects in Horeca and construction (eight for each sector and each with about 150 participants) organised in all the Development Regions of the country.

The courses authorised by the ANC gathered 1,227 (slightly more than foreseen) participants for construction (54 training groups) and 1,200 participants for Horeca (64 groups).

A number of 37,000 participants received the materials elaborated in the project, printed and on CD. The number was slightly less than planned (40,000), because some of the registered companies were not reachable because they changed their contacts or were closed or because they simply did not respond.

The materials prepared and published by the project consisted of two guides on applicable legislation for each sector, two guides on OSH for each sector, three factsheets for each sector describing risks and possible measures, 10 checklists to be used for further OSH risk assessment and control, examples of risk evaluation (including risk control measures) and good practices.

The questionnaire submitted to the participants showed that they estimated that the most important improvements after the project will be:

- better and more systematic management of OSH in their enterprises;
- higher legal compliance level;
- better and more frequent risk assessment and control;
- developing OSH actions plans for all workplaces;
- developing strategies to combine OSH and management;
- better medical surveillance of the personnel.

The results were compared with the initial answers of a similar questionnaire. A precise quantitative comparison was in many cases deceiving — for example the initial questionnaire showed 100 % of respondents considered themselves to be legally compliant, yet they estimated an improvement of compliance in the end. This could be due to an inappropriate formulation of the question or the initial reluctance to declare negative aspects such as legal non-conformity. Another possible explanation is that as a result of the lack of knowledge about the legal requirements, they did not know they were not fully compliant with the OSH regulations, as reflected by the 100 % compliance in the first questionnaire.

The materials were printed and distributed to participants but were also made available on the website of the National OSH Institute. The number of downloads of the materials is not monitored; the project website has a voting facility where about 90 % of the voters gave the highest rating (four out of four) to the site.

- **There were several key success factors:**
  - accessibility: participation in the seminars was free of charge, and included meals, travels and accommodation. Seminars were organised locally and it was easy to register;
  - clear outputs for the participants: the instruments provided were not only training/demo examples but practical tools to work with. Getting certified in an authorised course is a more concrete output to some participants than ‘just’ being trained as mentioned by interviewed persons;
  - usability: the course on OSH allowed participants to take over OSH activities in their enterprises (if they wanted); management courses filled in the gaps in knowledge of many managers of MSEs, who often do not have any formal training in this;
  - specificity: it addressed only two sectors, so it managed to be specific; materials were adapted to each sector;
  - good project promotion and dissemination: using the channels of a national institute (the INCDPM) and the national chamber of commerce (the CCIR); being part of a programme (the SOPHDR) that has compulsory requirements for project publicity made the coordinators pay proper attention to the type of activities that were detailed in the project plan and carried out accordingly;
  - the project had enough resources in terms of money, specialists and time.

- **Learning from weaknesses and failures**

There was a small underachievement of one indicator regarding participants who received materials (of approximately 7 %) because the planned number was quite hard to reach and changes in the status of enterprises (location, contact or even existence) might not have been fully considered when planning.

The impact evaluation was well conceived in general lines but it might have some equivocal questions that limited the use of quantitative data.

The project does not monitor the number of visitor to its website.

- **The future of the good example**

The published documents will still remain available on the project website for the coming years (availability the first three years after the project is compulsory) to be used by those who need them. On various occasions (conferences, meeting with stakeholders) the project coordinator continues to disseminate information about the project and the website.

The project coordinator developed and started to offer courses dedicated to the construction sector, focused on a specific type of activity: scaffolding.

- **Conclusions**

The project was not dedicated to MSEs, but it focused on two sectors (Horeca and construction) that have a lot of such enterprises. The materials and events that resulted from the project fit the needs of MSEs, because they are simple as content and presentation, have a reasonable size (many are quite short) and are easy to use.

In addition to addressing real, specific issues of OSH and management, the project had concrete, immediate results for the participants — getting official certifications that allow them to use the new qualifications, instruments to be used in OSH, examples of risk assessment and control as well as examples of good practices.

The mechanism that made the project work seems to be the combination of:

Planning:

- it identified a real need: training in Horeca and construction regarding OSH and management. Even though OSH training is available, it is often too expensive, especially for MSEs, therefore free training was a good offer;
- it established a target group (mainly managers, owners) that was expected to show interest in the particularities of the offer: combination between management skills and OSH, clear results (mainly regarding authorised competences, OSH instruments);
- it identified and used the opportunity of the SOPHRD to finance the project on OSH, even though the programme was not focused on OSH; this overcame the shortage of programmes dedicated to OSH (which are almost non-existent);
- it set objectives and implementation plans, which convinced the SOPHRD financer that OSH is eligible and important for human resource development and that the approach was feasible.

Implementation:

- there were enough resources in terms of money, time and specialists to run the project countrywide; this was particularly important for the MSEs in the target group because it is known they have very limited money and time to travel and participate in trainings;
- the communication was able to reach and attract a considerable number of participants: the availability of contact data for participants (the CCI has a database of companies), the clear and informative and content of the messages and allowing time for companies to react and respond, all these were important factors, especially for MSEs, which are often hard to reach and to mobilise;

This project, as well as all the others in the SOPHRD, was monitored internally and by the programme operator all along its duration. Results were judged in a realistic and flexible way: the fact that the indicator for the participants receiving materials was not achieved (by 7 %) was accepted by OIR because the indicator for training was slightly exceeded (by less than 3 %) for construction. The impact report provided information about the participants' perception of the benefits of their participation in the project.

This monitoring provided progress information and motivated the project team to overcome difficulties. It also gave information to be used in future projects and actions. Monitoring medium- and long-term effects on the participating enterprises would involve mechanisms that are very resource consuming and hard to implement in general and maybe even more so in the case of MSEs.

Post-project monitoring was far less efficient: data on visitors to the project website were monitored initially but this was soon interrupted and even records of initial data are not available.

Sustainability: some of the project results are usable on long or indefinite term, such as the certificates that have indefinite validity duration and the materials that are and will still be kept on the project website. The project coordinator used the experience to make new project proposals and to develop new training (e.g. for scaffolding).

- **Transferability of the results**

The main idea of the project — combining OSH and management — can be transferred to any sector as long as it is applied to managers/owners, not only top level but also operative managers. The use of factsheets and checklists can be applied in any sector, with the appropriate adjustments. The sector-specific approach was further used by the INCDPM to organise courses with a very clear focus, like OSH in scaffolding.

Formalised/official results seem to be of interest to MSEs (even if they are generally less formalised in their activities). The fact that the project was able to give evidence of training and passing the examination was important to participants, especially since the certificates were co-issued by an authority along with the organisers. This could be used in other projects.

- **References, key literature, web pages and so on**

Project website

http://ssm-competitivitate.inpm.ro/

Report of POSDRU OIR

http://oiposdrubi.ro/ro/lista-proiectelor-gestionate-de-oir-posdru-regiunea-bucuresti-ilfov-august-2015/

Other sources of information:

- interview with the project coordinator;
- interviews with two participants.

Good example 27. 'Safe in the store' — a widely used web course about OSH in retail - Sweden

Cecilia Österman and Ann-Beth Antonsson, IVL Swedish Environmental Research Institute.

Background

When working in stores, the employees in the front line are regularly at risk from threats and/or violent incidents such as robbery and assault, shoplifting, abusive and difficult customers, and 'unwelcome' members of the public, for example, intoxicated. Many stores are easily accessible to the public, are open late hours and employ large numbers of young workers. In addition, the stores typically have cash in the cash register and tempting merchandise on display.

The number of robberies in Sweden has increased over the past 20 years. Small stores are at greatest risk of robbery and workplace assault; followed by grocery stores, kiosks and tobacco shops. A large part of these incidents occur during seasons with few hours of daylight, most often during the evening hours. The majority of the attacked stores were manned with a sole employee during robbery.

'Safe in the store' ('Säker i butik' in Swedish) is a training course available freely on the internet concerning the most important rules that apply to occupational health, safety and security when working in a commercial store. The training course is based on the rules for the systematic work environment and is part of a larger programme called 'Protection against robbery in the trade' ('Skydd mot rån i handeln' in Swedish).

The first version of the training course was launched in 2003 and it is still running, albeit with some developments and revisions of scope and content over the years. The course was developed and funded jointly by the social partners through the OSH committee of the Swedish Retail and Wholesale Council (previously Handelns Arbetsmiljökommitté (HAK), but since 2015 called Handelsrådet), and Prevent, a non-profit organisation jointly owned by the Confederation of Swedish Enterprise, the Swedish Trade Union Confederation (LO) and the Council for Negotiation and Cooperation (PTK).

In November 2015, the training course underwent a major revision to better suit contemporary technological developments and possibilities. The revision budget of SEK 1 million was funded by the social partners through Prevent and AFA Insurance, a non-profit organisation with the same owners as Prevent. AFA Insurance insures employees within the private sector, municipalities and county councils, based on collective agreements.

Target group

The target group consists of employees, managers and safety representatives working in various types of commercial stores of all sizes and with a broad range of professional and educational background, depending on store segment and position. The course is not specifically designed to target MSEs, but it is reasonable to assume that these companies are the ones that benefit the most, since they often lack resources for arranging training opportunities on their own. This is also supported by the user statistics available.

Clients and the market vary primarily with type of store and to some extent location. The companies of the target group work primarily within the B2C market and a few work within B2B. Follow-up evaluations of the training courses do not distinguish between type of companies.

Employees may have education for retail trade at high school level. Retail trade is a business with a high throughflow of workers, some of which with no special education for retail trade.

The retail trade can generally be seen as vulnerable. Many micro and small stores operate on a highly competitive market with limited profit margins. Often, these smaller stores are owned by immigrants, a high number of employees work on temporary contracts, for example students working part time, and the level of unionisation is lower in this sector than for instance in the public sector or the private manufacturing or construction sector. Retail trade is also one of the sectors with the highest numbers of employees on the informal economy.

- **Description of the good example**

The training course is one part of a 13-step programme called ‘Protection against robbery in the trade’, which has been jointly developed by the Swedish Police Authority, the National Council for Crime Prevention (BRÅ) and the OSH committee of the Swedish Retail and Wholesale Council (HAK), where both the employers’ organisation Swedish Trade Federation and trade union The Commercial Employees' Union are represented. The programme was introduced in order to reduce the risk of robbery and mitigate the effects. The aim is described as ‘After completion of the training course, managers and employers shall:

- Feel safer and more secure at work.
- Be better prepared in case of robbery, threats or violence.
- Know how to improve safety at the workplace.’

The purpose of the programme is to establish a voluntary security certification by the police that stores can apply for. To become certified, the store must fulfil 13 different points and the certificate must be renewed every two years. The 13 points include

- appointing someone as responsible for safety;
- training in safety;
- routines for safety work;
- cash registers that can be locked;
- cash handled in a box, by tube or another closed system;
- sheltered place for handling/counting cash;
- access to alarm;
- safe doors and locking routines;
- height marking at doors;
- readiness for emergencies.

One of these steps is knowledge of how to prevent, prepare and act in the event of a threatening or violent incident. The training course is, as is the programme, free of charge and freely available for all through the stakeholder’s websites. The course web platform is also designed to work on a computer, tablet and mobile phone.

The training is divided into two parts; one is aimed at managers and safety representatives that need deeper knowledge of OSH issues and the other part is aimed at employees. The training takes about 45 minutes to complete and at the end of the training the participant takes a knowledge test. After the test is approved, the course participant can print a certificate to show the employer that the course has been completed and the test has been approved.

There is also a refresher module in the training course, which summarises the contents in about 15 minutes. The purpose of the refresher module is to provide an easy update of the training and renew the knowledge test and certificate when the programme certificate is up for renewal, or if someone just wants to check their own knowledge.

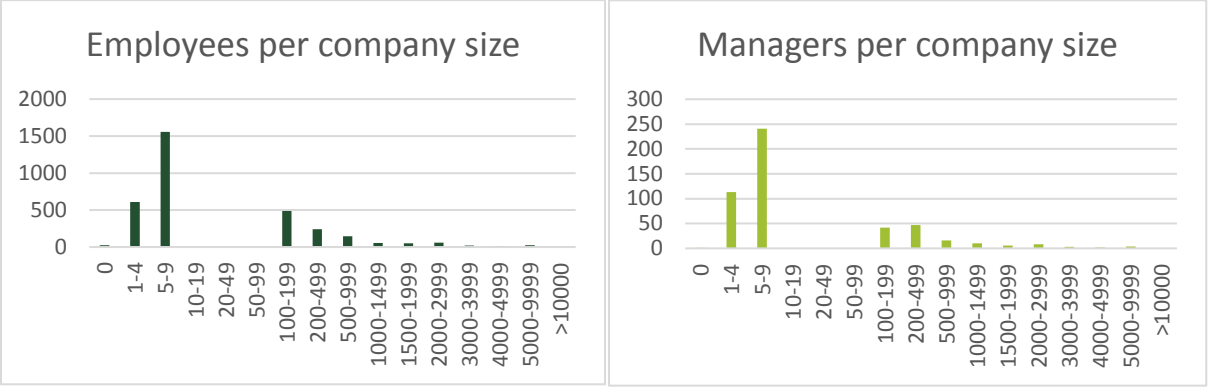
Information about the training course is actively spread by the social partners. For instance, the Commercial Employees' Trade Union (Handels) is regularly visiting stores where they have members employed to inform and advise on the course. The main challenge has however been to reach the stores where neither the owner nor the employees are members of the trade association or the trade union. Therefore, the local Councils for Crime Prevention across Sweden in cooperation with Handels and the Police have initiated projects at local level to inform about the 13-step programme and the training course.

- **Results and evidence of impact**

By August 2016, about 131,000 persons had taken the training course since the start in 2003, and the number of participants has been steadily increasing seeing as the course is still running.

An evaluation performed by Prevent of the latest version (launched in November 2015) of the training course showed that a clear majority of the course participants registered as employees or managers (about 3,000 employees and 600 managers during this period) employed in micro establishments with one to nine workers (Figure 27.1). Of the course participants, almost 1,500 have registered themselves as students, indicating that the course is successful in reaching young workers.

Figure 27.1. Employees and managers as users of the training course between November 2015 and August 2016.



Overall, the participants of the revised version of the training course were found to be satisfied with the content and pedagogical approach. On a scale of 1 to 6, where 1 is 'not at all' and 6 is 'to a very high degree', the employees gave the course a total grade of 4.9. The follow-up questions concerned how inspirational the course was (4.6), how up to date the course was (5.1), to what extent it gave new knowledge (4.6), increased understanding (4.9) and gave knowledge useful for the workplace (5.2), and its pedagogical quality (5.3). Of the responding employees, 97.7 % answered that they could recommend the course to others. The managers responded in a very similar manner, awarding the course a total score of 5.0 and with 97.6 % of the respondent recommending the course to others.

In sum, Safe in the store is a successful example of where several stakeholders representing different interests, all with their own perspectives have joined forces to target a common problem. The success is based on the course being freely and easily available and that the information about the course is spread to reach owner-managers, employees and safety delegates. The voluntary certification serves as an incentive, even if the actual benefits of this certification are limited, beyond the actions taken within the programme. In practice, a certified store receives a sticker saying that it is 'protected' to post at the entrance of the store to possibly deter any potential wrong-doers.

The shared interest in the course by all stakeholders gives it legitimacy and the stakeholders have a long-term interest in the course, which contributes to making it sustainable. Since 2003, the course has been regularly revised and updated to match contemporary best practice and technology for risk reduction, as well as pedagogical approach.

- **Learning from weaknesses and failures**

The main weakness of this example is the difficulties in involving stores with no members in an employer or employee organisation. The nature of the example also makes it necessary to ensure continuous development over time to keep the course up to date and adopted to work on the latest web platforms.

- **The future of the good example**

Since the course has just recently (November 2015) received a major revision and face lift, no imminent changes or developments are planned. The course has however been followed by a similar training

course aimed at employees, managers and safety delegates to prevent threats and violence in another sector, Horeca. Säker vardag (Safe working day) was developed by Prevent and social partners within the Horeca sector.

- **Conclusions**

The key success factors of this example are the availability and the broad support among social partners, the police and the local crime prevention councils that have spread the information.

The elaborate design and content of the course has ensured that the users of the course are satisfied and are willing to recommend the course to others. It is also important that the course is designed so that it works for both employers and employees alike. This has no doubt contributed to the course surviving for so many years.

That the course is a part of the 13-step programme is also an important factor, which serves as an incentive to actually take the course and print the course certificate.

- **Transferability of the results**

This example is easily transferable to the same sector within other Member States. As the example with the similar topical course directed for the Horeca sector (Säker vardag), the structure of the example is transferable also to other work domains and industries. However, in that transfer it needs to be checked that the good practice developed for Swedish conditions are applicable in each country wanting to use the web course.

- **References, key literature, web pages and so on**

Handelsrådet (2016). *Säker i butik* (in Swedish). Retrieved from http://www.sakeributik.se/

Prevent (2016). *Säker i butik. Utvärderingar för perioden november 2015 — augusti 2016* (in Swedish). Stockholm: Prevent.

Good example 28. 'Synergie' — OSH introduction for the newly employed - France

Sandrine Caroly and Déborah Gaudin, Pacte Laboratory, Université Grenoble Alpes.

Background

Several OSH actors of the French government are involved in this preventive project:

- a unique and compulsory national insurance against occupational risks, the CNAMTS, which is managed by a board of social partners and a ministry. The CNAMTS manages the occupational accidents and occupational diseases branch named AT/MP (*branche Accidents du Travail/Maladies Professionnelles, AT/MP*).
- a regional Health Insurance Fund (*Caisse d'Assurance Retraite et de la Santé au Travail, CARSAT*);
- the National Institute for Research and Safety (*Institut National de Recherche et de Sécurité, INRS*);
- the French Ministry of Education.

This preventive project was initiated, as a large part of employees with less than one year of seniority and young people (18 to 24 years old) were victims of work accidents in France. Insufficient knowledge about dangers, often a brief introduction to the occupational hazards and how to prevent them and a lack of experience are factors explaining the vulnerability among newcomers in companies. Decreasing the number of accidents and occupational diseases among new job entrants therefore was a major challenge for companies.

The French toolkits 'Synergie' are based on an approach aimed at welcoming new workers in firms as well as learners in vocational training (during practices) and at the same time providing an introduction to OSH. The instigators of the project were inspired by an Irish programme in the agricultural sector that linked a preventive approach and training of young workers. The first tool, named 'Synergie pédagogie', was developed in 2001 for the construction sector. It was originally a local initiative, jointly designed and financed by some prevention services of regional insurances, professional organisations and the French Ministry of Education. A significant change happened in 2012, when the INRS took over the Synergie tools and developed the two actual national tools: 'Synergie pédagogie' and 'Synergie accueil'. The tools were aligned between sectors and a steering committee that defines what sectors to develop Synergie tools for, according to established procedures and criteria, such as records of accidents in the sector and a large inflow of young employees.

The steering committee is composed of several local and national partners: between seven and eight regional insurance offices, the INRS and the CNAMTS. This committee aims to pilot all OSH actions dedicated to the young and the newly employed in the world of work. The INRS is still ensuring themselves of the funding of the Synergie toolkits today: the funding is part of the annual budget of the INRS and this amount is paid by the CNAMTS on the basis of companies' contributions. The INRS supports the development of the existing tools in new sectors of activity or by financing a common graphical identity for documents before printing and disseminating them. In addition, the other stakeholders (prevention services of regional insurances, professional organisations and the French Ministry of Education) cover the costs of regular meetings for coordination.

The difficulty with this toolkit is that it brings together many stakeholders having various and sometimes not converging interests. A suitable approach had to be developed in order to make them working together. Among these stakeholders, we have found three groups:

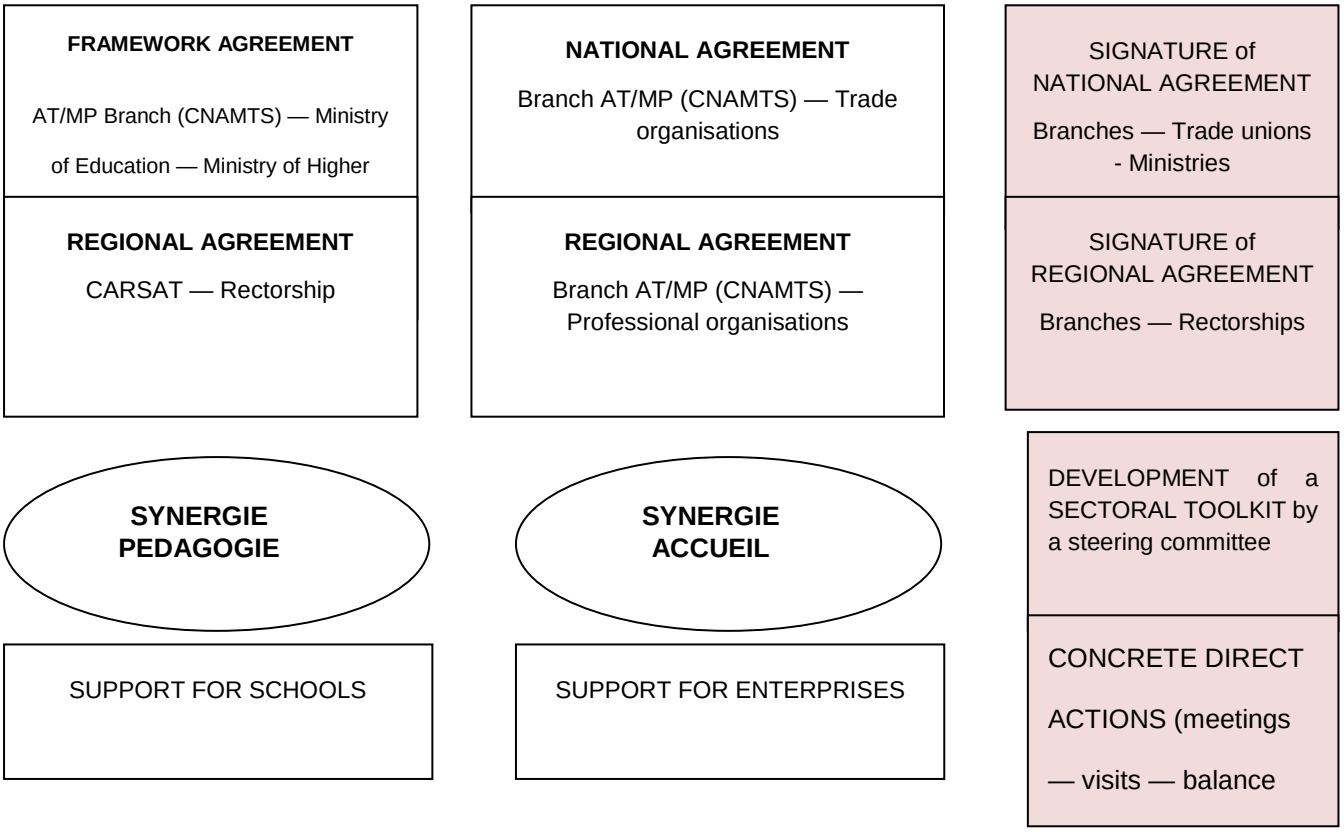
- Some promote the approach, such as the academic steering committee[21], inspectors of the French Ministry of Education and directors of schools. Their involvement ensures that teaching staff follow first and foremost their recommendations.

- Other stakeholders use these tools, for example the teaching staff (teachers in professional education and in general education, teachers in prevention, health and environment) and the students.

- Some stakeholders have to cooperate with each other for the use of the toolkit, such as enterprises and their representatives, tutors or apprenticeship managers.

Figure 28.1 shows a global view of the evolution of the Synergie approach with several steps. We firstly had several agreements signed between partners, at national and regional levels. Then, both tools were created with regard to the specificities of the sector and disseminated among tutors and teachers through training and meetings. Finally, concrete actions were done for supporting schools and enterprises using the Synergie toolkit.

Figure 28.1. Global view of the evolution of the Synergie approach.



The AT/MP branches (managed by the CNAMTS) developed this toolkit in order to follow an approach including general principles of prevention. Overall, Synergie Pédagogie guides students in learning this prevention approach, which aimed to be entirely integrated in the work activity (as a conditioned reflex),

[21] The academy is the administrative district reference of the French Ministry of Education and the rector of academy, appointed by a decree of the French President and the Ministers council, exercises tasks related to the content and the organisation of the educative action. Page consulted in January 2017 on the government website: http://www.education.gouv.fr/cid3/les-rectorats-services-departementaux-education-nationale.html

and Synergie Accueil allows employers to verify whether or not the newly employed have acquired skills that they can implement in their work activities.

As the acquisition of skills in prevention belongs to the world of education but also to the business community, these two tools were built for each of them by a working group composed of professionals in the trade, OSH experts and OSH teachers from regional academies. The toolkit is rather based on professional knowledge in order to be relevant to the companies. Overall, a working group related to a specific sector needs about four to five meetings to develop a Synergie Accueil and five to six meetings to do a Synergie Pédagogie, which is a bit more complex. The development of each toolkit (including both tools), sector by sector, takes time (about an entire year).

- **Target group: the newly employed in selected sectors**

The Synergie toolkit is part of a preventive approach targeting students in vocational training as well as the newly employed in companies, for example temporary workers, young employees and trainees. Synergie toolkits have been developed for the following five sectors:

- industrial maintenance;
- construction (structural work);
- car repair;
- logistics companies in the transport sector;
- road transport of goods.

The toolkits have been developed for sectors rather than for companies of a certain size. However, most of the sectors are dominated by MSEs. The toolkits for these sectors were designed to suit all companies in the sector. These sectors mainly have workers with vocational training.

Table 28.1. Workforce distribution among the selected sectors

Sector	1-9 employees (%)	10-49 employees (%)	MSEs with 1-49 employees (%)
Car repair	88	10.5	98.5
Transport	57	33	90
Industrial maintenance	35	34	69
Construction	52	36	88
Logistics	8	24	32

All in all, most of the companies are MSEs (car repair, transport, industrial maintenance and construction), except in the logistics sector where the main enterprises have more than 50 employees.

The logistics transport sector is well organised with developed administrative routines. We found a more nuanced picture in the other sectors, where a higher level of organisation and administration is often a result of demands from business clients or related to the legislation. In construction, enterprises generally have a low level of administrative routines, except when they regularly work in large building projects. Some companies in industrial maintenance meet demands from their customers to improve their administrative routines. Garages related to car dealers often have more developed administrative routines than independent garages.

Enterprises in the construction, manufacturing (industrial maintenance) and transport sectors most of the time have temporary workplaces. Often their decision latitude related to the workplace is very limited. Garages and logistics companies have stationary workplaces and work in their own premises and can decide about factors in the workplace, which create the working environment.

Construction, industrial maintenance, logistics and transportation companies have mainly other businesses as clients, in contrast with the garages, which are B2C companies instead. For the B2B companies, there are sometimes customers' demands concerning OSH, mainly in construction and manufacturing. Demands for environmental certification are common in garages related to car dealership. Overall, OSH demands from clients are rare in these sectors. Price and quality of service are factors that are considered as important. There is a medium level of competition for the manufacturing, the construction and the car repair sectors, while logistics and transports firms face strong competition. Regarding vulnerabilities of the sectors, competition from the black market is present in transport and construction sectors.

- **Description of the good example**

The aim of the Synergie toolkit is (1) to welcome the newly employed, with a focus on young employees with little experience from working life; and (2) to target students in vocational training at training centres and schools with an approach that include health and safety at work.

Synergie Pédagogie is designed for vocational schools or apprentice training centres (*Centres de formation d'apprentis*). It aims to support the learner in the implementation of knowledge acquired through their training into real work situations. It is submitted to students by teaching staff of training institutions (teachers of vocational education, teachers in environment — health — prevention and teachers in general education). It contains methodological reminders of the national prevention — environment — health programme and describes the main risks related to the activity of each sector. There is also a document that allows the making of an estimation of the OSH awareness of the company, to identify hazards related to working conditions and to analyse them in order to improve prevention. This support is firstly exposed to students at school and it is then used by them when they have an apprenticeship period in companies.

The aim is to accompany the learner in the application of the knowledge acquired in their training to real work situations: transforming knowledge into skills. Synergie Pédagogie contains two parts:

- *Educational resources*
  - introduction and instructions for use;
  - methodological reminders (summary of definitions and concepts);
  - detailed sheets for each risk category for students and teachers.

- *Observation means*
  - a questionnaire about the enterprise, which allows characterisation of the firm and its awareness of OSH. The teacher can get an idea of the environment where the learner operates;
  - a questionnaire about the work situation, which aims to guide the learner in identifying hazards related to a work situation;
  - a table for analysing the identified hazards and proposing preventive measures.

Synergie Accueil is a prevention tool developed for companies and is focused on a professional risk approach based on work situations. It is a linked booklet, which can be downloaded and printed separately. It aims to allow the person who welcomes the newly employed in the company (tutor, apprenticeship manager and so on) to assess the ability of a new entrant to identify hazards associated with the work situation and propose preventive measures. This person receives several illustrated boards with working environments incorporating risk situations and tables listing the preventive measures that could be put in place. Now, the boards that show various working environments were built for five sectors: industrial maintenance, logistics, construction, transport and car repair. Dangerous situations are surrounded and bear a number that refers to a sticker showing the accident that may result from the occurrence of the corresponding dangerous event. For each plate, a table gives the precautionary measures that can be used to protect exposed persons for each dangerous situation. These preventive measures are classified in several columns: elimination of danger or reduction of exposure; collective protection; personal protection; and additional measures. The purpose of this

classification is to train the new employee to follow the general principles of prevention by asking the right questions in the right order (from global key factors to precise key elements). Beyond this exercise, the resulting exchanges between the newly employed and the person in charge of welcoming new employees allow the introduction of many notions related to the risks present in the company and the encouragement of exchanges on the reality on the ground.

The aim is to adapt the training of the newly employed according to their degree of understanding of the risks in the professional situation. Depending on how the new person reacts to the Synergie Accueil exercise, the person in the company responsible for the new employee's training will organise a specific training course and/or reinforced tutoring at the workplace.

The content of Synergie Accueil is reduced in regard to Synergie Pédagogie so that it fits to enterprises that have less time dedicated to bear on it than apprentices during their vocational training.

The use of the Synergie toolkits is voluntary. Dissemination of the Synergie toolkits is made in cooperation with a network related to disease and professional risks insurance, which provides financial support for some OSH courses addressed to managers, employees and OSH experts. They are conducted by training organisations recognised by regional insurances or by the INRS. Their aim is to develop the understanding of risks and equip participants with concrete methods and techniques in prevention to implement in their company. In parallel, some stakeholders support these devices by funding their dissemination and introduction to regional insurances that will recommend them to companies (e.g. CNAMTS in the construction sector). Both Synergie tools are introduced during a training day among teachers (organised by rectorates of each region) and also a training day among tutors coming from enterprises (organised by regional insurances (CARSAT)).

Documents are available online or on paper. They provide information and are used for education and training. More importantly, they are working material to build a dialogue about occupational risks between schools and companies, the young learners and workers. No subsidies are given to companies that use the toolkit, but as explained above training related to OSH including their use is free of charge.

Information is not available regarding which companies use the Synergie Accueil and which schools use Synergie Pédagogie. Companies with affiliation with employers' organisations or which have close relations with regional insurances are mainly reached with information about these tools. In construction, transport and garages there is a strong mobilisation of stakeholders, which contributes to an effective dissemination, while it seems less clear in the industrial sector. Each sector has its own specific characteristics, for example in transport a collective agreement of the sector requires training of tutors to a prevention module, which introduces the Synergie tools (even if its use stays voluntary). At the level of schools, a national agreement between the network related to disease and professional risks insurance and the French Ministry of Education has been signed in order to show the political will and commitment. Academic steering committees are responsible to promote the development of educational projects in schools in which the Synergie Pédagogie takes place. An interviewed OSH coordinator explained that most of the apprenticeships (75 %) were made each year in the same companies: there are few opportunities to reach new enterprises and bring the toolkit into enterprises through apprentices. However, he noticed that the actual apprentices are the future leaders, then much can be gained through introducing them to OSH.

- **Key success factors**

As the evaluation of this good example is in progress, it is difficult to describe with certainty the key success factors.

Based on the existing documentation and the interviews, the factors that probably have an impact on the success of Synergie are:

- An approach that is adapted to the sector (existing partners for dissemination, content related to specific work situations and their particular risks), the context (a more detailed and complete tool for learners in schools having more time for the prevention topic, a more simple intuitive tool for enterprises having globally less time for OSH issues) and to the vocational training (training and support for teachers using them) can be concretely tested by students during their traineeship period).

- The tools are aligned between sectors, they describe concrete workplaces, existing risks and good prevention practice, with illustrations that facilitate to project them into concrete work situations. This alignment responds to the will of the INRS to develop a growing collection of toolkits by sector of activity: the form is standardised but the content is made to measure.
- The working material is easy to use and is affordable (free, online and on paper).
- The approach is preventive and has been developed with various stakeholders, which gives legitimacy to the toolkit.
- Collective agreements make it possible to disseminate the toolkit through a larger number of paths. This is an incentive scheme, but it is not the only element that makes its dissemination and use possible. The involvement of teachers and tutors, as well as their managers (the directors of schools and owner-managers of enterprises) are also an important driver for action.

As said above for Synergie Pédagogie, a signed agreement between prevention services of regional insurances and the French Ministry of Education allowed the inclusion of the presentation of the tool in the annual training programme of apprentices in the regional professional academies. This was a first step to instigate teachers to use this tool. However, it took time to obtain the agreement between both stakeholders, because 'in the teaching profession there is a hierarchical structure to respect' according to the interviewed advisor of a regional insurance. Consequently, negotiations have taken some time.

Another less visible key success factor was the implementation of the tool among teachers. Several coordinators for teaching of OSH in regional professional academies introduced the Synergie Pédagogie to teachers and supported them (and their teaching about Synergie) over the year. For example, the interviewed coordinator had four meetings with teachers over the year for monitoring operations. Difficulties were not really experienced by apprentices when using the tool, but rather by teachers about how to treat and make full use of the collected data. Sometimes the coordinator helped to select the most relevant questions from the questionnaire of the toolkit, because it took too much time to fill in the entire questionnaire. Concretely, the support to teachers has resulted in an effective and long-term use of the toolkit among apprentices.

- **Results and evidence of impact**

Several actors are engaged in the dissemination of the toolkits. It is clear that in some sectors, such as construction, transport and garages, companies are easier to reach (stronger professional network). Recently, the first feedback of enterprises using Synergie toolkits was received during various workshops, roundtables, seminars and so on. The out-reach activities of Synergie is a new powerful way of disseminating OSH knowledge in companies with a dialogue established between insiders (tutors welcoming learners, safety representative or safety manager if there are some and so on) and outsiders (teachers and learners).

The current evaluation of the toolkits will give the number of companies and trainees using the Synergie toolkits at the end of 2016. The number of accidents has decreased among young workers during the past 10 years, but it is difficult to evaluate the impact of the toolkits compared with other preventive measures, implemented concurrently.

The number of paper documents distributed and the number of page views are as follows:

Table 28.2. Dissemination of information about Synergie Accueil

Sector	Documents existing since	Number of paper documents disseminated	Number of page views
Car repair	March 2016	1,078	2,365
Transport	September 2016	166	1,360
Industrial maintenance	December 2014	2,294	4,049
Construction	August 2015	1,473	2,489
Logistics	September 2015	1,831	2,718

Table 28.3. Dissemination of information about Synergie Pédagogie

Sector	Documents existing since	Number of documents disseminated	Number of page views
Industrial maintenance	December 2014	1,433	2,477
Construction	February 2016	882	3475

Synergie Pédagogie has not yet been published for the three last sectors (logistics, car repair and road transport).

The interviewed advisor explained that the tools were demanded by different professional organisations from other sectors of activity that were regularly asking for the development of the Synergie tools in their sectors. To respond but also select which sectors to develop Synergie toolkits for, the stakeholders involved in their development had to establish priority criteria like the rate of work accidents related to the sector.

The interviewed OSH coordinator of an academy (see reference list for more details) reported that the focus on concrete work situations allow for discussions about risks and 'good practices' with another point of view than a theoretical approach. Apprentices learned to discuss and develop persuasive arguments related to real situations for improving the working conditions. They also shared their own experiences and discovered examples of safer practices done in other enterprises. Discussions about the same work situation in different companies contributed to finding more solutions, for example when an apprentice presented a safer scaffolding used in their enterprise. Moreover, it seems that this approach pleased the managers of companies for its practical perspective based on real situations and introducing suggestions on solutions: this is useful for building the risk assessment document, which is mandatory in France in each enterprise.

This is a long-term project and it will continue to develop and have an impact for the coming years. Further actions are needed to develop a sustainable implementation of the Synergie toolkits. Both tools have been regularly updated by the steering committee who developed them (more information about the steering committee in 'Background'). The possibilities offered by 3D animation and virtual reality are currently being studied to improve the working material and create simulations.

- **Learning from weaknesses and failures**

Creating successful tools for each sector is a cumbersome process that brings together various skills and numerous human resources. The participation of several stakeholders in the design of the toolkits is important, but it takes time.

Currently, there is little information about the type and the number of companies and schools using the Synergie toolkits. It is assumed that in some sectors, enterprises do not know these tools because they

are not linked with regional insurances or employers' associations. However, new ways of dissemination are currently being discussed (e.g. increased exchange between companies).

The dissemination and implementation of Synergie Pédagogie depend on the interest and resources given by each school as decided by each rector of academy. According to the OSH coordinator, it is one of the reasons why this tool did not encounter the same success in all regions. School inspectors can also encourage teachers to use the tool as well as require that it is used by setting goals. The inspectors have to set out several objectives, which have to be achieved at the end of the year and the inspector can give priority to prevention. Then, the inspector evaluates teachers according to the established objectives and the actions that were conducted over the year.

Synergie Pédagogie is designed to be accessible and easy to operate by teachers and learners. As explained above, difficulties have been reported by teachers. Firstly, the OSH coordinator said they were concerned that it would be perceived as a kind of safety inspection, which could provoke a negative reaction from companies, while they have to work closely with them to ensure available internships. In reality, very few companies refused the use of the tool and overall managers considered that it was an opportunity to complete the legal written risk assessment document.

Secondly, the interviewed coordinator was solicited by teachers for processing and exploiting data collected by apprentices in enterprises. Indeed, the health and safety approach previously taught in academies was based on rather theoretical guidelines relative to the management of risks by sector of activity. The use of this tool, which focuses on work situations, modified the way of instructing a prevention approach among teachers: in addition to the risks analysis related to the activity, the tool motivated discussions about preventive measures for particular situations. Then, teachers had to find an effective way to deal with their apprentices' feedback. Individual feedback between teacher and each apprentice took, for example, an enormous amount of time, which was hardly compatible with the school programme, whereas collective feedback, targeted on a similar work situation (e.g. unloading in logistics), allowed for enriching debates through discussions about the diversity of situations seen in enterprises, the different prevention culture in companies and the expanded means to preserve health.

The questionnaire that is part of Synergie Pédagogie is quite long. Good reading skills and a certain ease in writing are needed for making the synthesis of observations and proposals for solutions. Teachers reported that several apprentices felt uncomfortable in reading and writing when using it. Adaptations were made after discussion with the coordinator in OSH, such as a decrease in the amount of questions. On the other hand, the interviewed OSH coordinator explained that discussions made among students develop their debate and speaking abilities, which is a positive aspect to use this competence when they are at their workplaces and discussing with colleagues. However, it is possible that experienced workers may have another approach and set the standard anyway.

- **The future of the good example**

There are several plans for the continuation and development of this good example. First of all, the current assessment of the Synergie devices will provide a better understanding of what works and what needs to be improved. Secondly, the working material will evolve with new technologies to become much closer to real work situations. Finally, the Synergie tools will be continuously extended to other new sectors.

- **Conclusions**

The Synergie toolkits are tools for analysing risks related to sectors and branches, which are well adapted to the target group. They were developed with the participation of several stakeholders and based on concrete work situations to be as close as possible to the future users' reality. The working material is easy to access and free of charge. It provides an effective basis for creating discussions about OSH between professional teachers, future workers (learners or the newly employed) and people welcoming new employees in companies. Moreover, a large majority of companies included in the first five sectors are MSEs, with an exception for the logistics sector. The dissemination is adapted to the way sectors are organised and the kind of links that exist between stakeholders. The Synergie devices are promoted by the French Ministry of Education, professional organisations, regional insurances and

companies convinced that it makes sense to use them. The drivers, which motivate companies to adopt the tools, are not yet known and their use is on a voluntary basis. However, using the Synergie toolkits provides a reflection and some solutions that could be included in the risk assessment, which is required by the companies and this has been seen as an advantage of the toolkits.

- **Transferability of the results**

The tools could be easily translated and used in other countries.

However, we stated that for Synergie Pédagogie it seems very important that people who use it are close to users, such as the OSH coordinator of the academy (here having experience in a vocational school), because the tool implements a way of considering risks among teachers with a focus on the analysis of concrete work situations and reflections about solutions. Supporting teachers prevents failures in the dissemination of this tool: if the use of the tool creates difficulties, it could be set aside by teachers. No information on this aspect is available for Synergie Accueil.

- **References, key literature, web pages and so on**

INRS (2017). Website of the French Research and Safety Institute (INRS) about the 'Synergie' approach: http://www.INRS.fr/actualites/synergie.html

ESST, INRS (2017). Website of the National Institute for Research and Safety (INRS) and the Occupational Safety and Health Education (ESST), about the tools 'Synergie pédagogie' and 'Synergie accueil': http://www.esst-INRS.fr/synergie/

Bridot M., Tissot C., Andéol-Aussage B. and Rousseau C. (2015). Réussir l'accueil des nouveaux embauchés et prévenir les risques (dossier). *Hygiène Santé Travail,* no 240, pp. 22-36. INRS.

Joint interview with Michel Bridot (19 October 2016), working at the INRS training department and who has been working on 'Synergie' for many years, and Marc Malenfer, project officer for SMEs at the INRS.

Interview with an OSH coordinator of an academy (20 December 2016), working in a vocational school with 'Synergie Pédagogie', recommended by INRS partners (Marc Malenfer and Patrick Laine).

Interview with an advisor of a regional insurance (20 December 2016), who leads the group 'from careers to employment', recommended by INRS partners (Marc Malenfer and Patrick Laine) because of his involvement in the engineering and dissemination of the Synergie tools.

Good example 29. Access — a project for free professional and OSH training of cleaning workers - Romania

Raluca Stepa and Maria Haiducu, the Romanian National Research and Development Institute of Occupational Safety (INCDPM).

Background

Including OSH in the training for professional qualification can be a step towards improving workplace safety. When applied to MSEs and to vulnerable workers, this approach may be even more important in compensating the lack of resources of such enterprises and in supporting workers with very low level of education, also improving their chance for employment and social integration.

In the case of cleaning workers, this concept was first applied in 2004 (initiated by a large private company in this sector) when establishing the occupational standard for the cleaning profession, which included OSH knowledge among other specific requirements. After the proposed standard was approved, it was applied by the providers of training for certified professional competences. Such courses are authorised by the ANC based on the occupational standard requirements/provisions.

There are a lot of training providers that offer courses for professional certified qualification at prices that are not high (some are about, or less than, EUR 100). Still, the most vulnerable enterprises and workers are often not able to finance participation in such training.

After the SOPHRD was launched in 2007, funded by the European Social Fund, some of the training providers used this opportunity to finance courses for various occupations, including cleaners. This was a chance for the trainees to get free qualification courses and also to have the travelling and accommodation expenses related to the training paid for.

The ACCESS project was funded by the SOPHRD. It started in 2010 and during three years it organised several types of courses, among which those dedicated to the cleaning personnel. The budget for these courses was equivalent to about EUR 325,000.

The project objective was to train cleaning personnel and provide them with official certification of their qualification.

The project coordinator was the Agency for Workforce Occupancy of the county of Buzau and partners were the non-governmental organisation (NGO) Work and Prosperity, a local trade union and a private consulting company.

Target group

The cleaning companies' personnel generally have a low level of education (some of the participants in the training had only four years of primary school). Most of them are women and some of them belong to the Roma ethnic minority. Getting a qualification may increase their chances of being hired and remaining employed. For these vulnerable persons, training is an educational act but also one that may contribute to improving self-confidence and to integrate them in the society. Some of the participants in the project were unemployed and were helped to find jobs according to their newly acquired qualification.

As far as OSH is concerned, the situation of the target group is no better. Workers in the cleaning enterprises may have difficulties realising the type of hazards they are exposed to at the workplace and the nature and importance of the protective measures they should take. It is quite frequent that the OSH training at the workplace for cleaning workers is minimal and formal (if any at all) because enterprises do not have internal expertise or resources to contract external help. The clients for cleaning enterprises are mostly other businesses (companies in different sectors); rarely there may be intermediates. Work is often done on the premises of different contractors that do not inform on the specific local risks and consider these workers to be the responsibility of their employer only. Injuries and diseases are very

much under-reported or even considered as part of the job. Often, protective measures are few or are not established/put into practice and PPE is kept to a minimum and renewed infrequently.

The target group for the cleaning courses was 1,300 persons in three development regions (administrative divisions grouping several counties) in the south and east of Romania. The focus was not on MSEs but on the whole project planning; the training took into consideration that many enterprises in this field are small or micro sized.

The project decided to include at least 1 % of unemployed in the target group, with the objective to help them find jobs if they graduated.

The target group that has been reached by the project was according to plan in terms of the number of participants (slightly more were recruited but only 1,300 graduated) in the three development regions.

- **Description of the good example**

The project objective was to train cleaning personnel and provide them with official certification of their competence, as the course was authorised by the ANC. This type of training is compulsory to those MSEs that want to work in this field. Though the course was not dedicated to OSH, about one-third of it was dedicated to OSH topics as such or integrated into other topics, such as the (safe) use of specific equipment and materials. The target group did not focus on MSEs, but it is known that many enterprises working in this field are in these size categories.

The project included three different kinds of activities:

- Training: elaboration of the documentation for the course authorisation by the ANC; elaboration of training and exam materials; training and examining the participants, issuing the competence certificates;
- Organisation: contacting potential participants, forming and organising the target group; organising the courses, including the travelling and accommodation of participants and subcontracted lecturers;
- Promotion and dissemination: elaboration of promotion materials about the project and programme as well as of other forms of project publicity (in local newspapers and radio).

The course curriculum was developed so that it would respond to the profile and the needs of the participants. The course presented working procedures for cleaning for example in private houses, hotels, restaurants, offices and transportation means. Information on what materials and equipment to use and how to use them was given as well as information on work planning, type of workplace hierarchies, communication as well as team/individual work and so on. The training dedicated an estimated one-third of the time to OSH topics presented as general information and integrated as examples in direct relation with the working procedures. OSH topics included presentation of various hazards (chemical, physical biological, psychosocial) as well as measures that should be taken collaboratively by the enterprise contracted for cleaning and by the contractor. Measures for emergency situations and the related authorities that have responsibilities in such cases were presented too.

The project training programme was published on the website of the project and on those of some of the partners. Announcements were also made in the local newspapers in order to gather the target group.

The participation was completely free for all participants; all those who needed accommodation (all inclusive) and travelling were fully financed by the project. All participants had daily lunch and coffee breaks refreshments provided freely by the project during the training. Training materials and notebooks were also freely provided to all.

Each course consisted of a total of 360 hours, organised over a period of three months. The lessons had a simple and accessible presentation focusing on the essential information that corresponded to the needs and capacities of the participants. The theoretical part had only half the number of hours dedicated to practical part and exercises.

The information and training sessions, the courses and the support materials were elaborated by the specialists of the project teams and by specialised subcontractors. Each participant got a written version of the lectures (a manual).

The course was finished by an exam consisting of a written test, a practical test and oral examination. Participants who attended the course and passed the examination got a certificate recognised by the Ministry of Education and an extract detailing training topics and qualification.

The unemployed persons were helped to find a job as cleaning workers in their area of residence, as planned. The fact that the project coordinator was an employment agency helped identifying vacancies and guiding the candidates on how to apply for the job.

- **Results and evidence of impact**

The persons interviewed (the manager of the participant NGO and two trainees) said the training was considered useful by the participants. The feedback questionnaire given to the trainees at the end of the training shows that about 98 % of participants declared they were very satisfied. It is not known what impact the training had on OSH at workplace after the participants graduated. The interviewed persons said they apply things they have learned, for example regarding slipping on wet floors, pictograms for chemical hazards, hazards of the equipment, work stress (none of them remembered anything about violence at work as topic). It may be estimated that the training had at least immediate effects for all trainees, but maintaining knowledge and awareness will depend very much on the attitude of their employees at their workplaces. The contractor will also be important. Emergency situations response will be particularly dependent on the good collaboration with the owner of the places where cleaning is done, since many of the measures (escape routes, gathering points, extinguishers and so on) are under their control.

The most direct and immediate impact was for the 13 persons that were employed after finishing the course.

There were several key success factors:

- it addressed an important issue: the need for certified personnel, which allows enterprises to function in this field; the possibility of some unemployed participants to find a job was also important, even if their proportion in the target group was limited; OSH was certainly a less important motivation, but it was associated with the main outcome;
- it was completely free, as regards the training, the certification and the participation (including travel and accommodation if needed);
- the information was provided in a form that suits MSEs in this subsector, where employees have a very low education level;
- the project had enough resources in terms of money, specialists, but also time; these were important since organisational and bureaucratic work (e.g. for course authorisation) take time and mobilising MSEs also took time;
- the experience gained in the project was used further by the project partners in organising such courses.

- **Learning from weaknesses and failures**

After the three compulsory years, the project was no longer promoted on the website of the project coordinator. If maintained, the experience of the project could have been available for other possible training providers to apply for funding in this field, which has few financing sources. The training materials were never published on the website. An explanation could be the fact that the participants in the project were less likely to use internet for training; the fact that some members of the project team now organise similar courses on their own, may also be a reason for limiting access to such materials.

- **The future of the good example**

The project as such will not be continued. The experience gained during the project was used by the NGO partner to organise similar courses, but this time they are not free. Since submitting proposals for the SOPHRD and carrying them out is not easy, some of the beneficiaries may be discouraged to try again soon to apply for funds. Simplified, clearer procedures in this respect would certainly be appreciated and beneficial.

However, training for cleaning workers will continue to be organised, either free or paid and they will include OSH and emergency situations as topics in the curriculum, since they are clearly mentioned in the occupational standard.

The qualification the project provided does not have a validity limit period allowing the MSEs and workers to use them for an indefinite time. Certifications are personal (issued for the person with no mention of the enterprise), which gives a sense of independence and mobility to the owner of the certification.

- **Conclusions**

The example shows a way to train OSH matters for a type of job for which the education level is low and the interest for work safety is very limited. Including OSH in the qualification course may induce the idea that safety is as important as other professional aspects. Getting professional qualification in a free course was probably the main asset of the training for the cleaning enterprises. OSH, however, was and will be part of such training since the occupational standard for the job mentions it as requirement.

The mechanism that made the project work seems to be the combination of:

Planning:

- addressing a matter for which legal provisions existed but were scarcely put into practice: qualification of cleaning personnel according to the requirements of the job standard, which includes OSH; the MSEs and vulnerable groups (unemployed) were particularly interested in this because they had to comply, but often did not had the means to do it;
- the target group was well defined, had a real need to be helped by the project and had a geographical distribution that could be covered by the project team.

Implementation:

- accessibility: it was completely free, organised locally, easy to register and support was continuously provided to participants;
- the content of the training was well suited to the needs and capabilities of the participants, with a lot of practice (also for the examination part) and the right amount of theory, which was presented in a simple way;
- OSH was taught by expert lecturers and so were the parts of the training regarding the emergency situations and the professional aspects of cleaning;
- good promotion and dissemination using project partners' own channels and contacts (probably the most important) and local press;
- the project consortium was a combination of authorities, a trade union, an NGO and a private consultancy company, which had the expertise and contacts needed for the project and might have seemed reliable to both the financers and the participants in the project;
- the project had enough resources in terms of money, specialists and time.

Monitoring: the project has been continuously monitored by the project team and by the SOPHRD programme operator, which allowed them to identify potential risks in reaching the objectives and indicators and to find measures in due time. As the interviewed manager said, it is not easy to attract and to keep focused for training a group of adults with problems, which are not used to class discipline and are afraid of being tested because of their previous experiences of failing school exams.

Sustainability: some of the results of the project (diplomas) offer benefits to the participants that will help them along all their work life if they stay in the same type of job. The benefits of OSH training will depend very much on the characteristics of their employers and workplaces. Through including the OSH demands in the standards for the professional education, the OSH part of the training is sustainable.

The experience acquired by the project team members allowed them to maintain this type of courses in their offer of services, even if not for free. It is possible that free courses will still be organised in programmes dedicated to human resources, or a programme dedicated specifically to OSH, when it will be developed.

- **Transferability of the results**

The courses that are organised for vulnerable groups are a good chance to help them, especially if participation solves important problems and is free. The example presented here could be transferred to any other group of workers. Introducing OSH among the requirements of the job standard (an important factor) can be used for other jobs. However, financing of such courses is important, as increasing the cost for the trainees may make the courses less accessible for cleaners.

- **References, key literature, web pages and so on**

The list of projects funded by POSDRU dedicated to Roma people.

http://www.anr.gov.ro/docs/grup/Anexa_6.4.pdf

Other information sources:

– Interviews with the project coordinator and with two participants.

4.7 Economic support for OSH improvements

Several of the good examples include direct or indirect subsidies of some kind to MSEs. In the Italian good example described below, companies can apply for funding to implement OSH improvements. In a similar manner, the Danish prevention packages (see Example 1 under Orchestrated examples above) also provided subsidies to companies investing in certain OSH improvements and taking the time to learn about and do risk assessments.

There are several other examples where subsidies are given for those taking part in courses. Examples are the Swedish orchestrated initiative Safe Forestry (Good example 3) where those taking courses for a chainsaw licence also got a discount coupon for safety equipment. The Italian example with OSH training for MSEs (Good examples 24 and 25) includes a discount for the course fee given as a check by the Italian workers' compensation authority.

Most good examples described in this report provide tools and support free of charge to MSEs. In a way it is a subsidy, but it is usually not described as a subsidy, but rather as an offer or a tool that is offered free of charge.

Good example 30. Italy

ISI-INAIL — incentives to companies for the implementation of interventions relating to health and safety at work

See also

Good example 1. Denmark

Prevention packages — economic support for improvement of OSH in MSEs

Good example 30. ISI-INAIL — incentives to companies for the implementation of interventions relating to health and safety at work - Italy

Enrico Cagno and Guido J.L. Micheli, Department of Management, Economics and Industrial Engineering, Politecnico di Milano (POLIMI).

Background

Given that a significant lack of resources for necessary investments is often observed to restrain MSEs from improving OSH, among other things, prevention tools have been made available to companies by INAIL — the Italian workers' compensation authority — and financial support (in Italian, ISI – Incentivi di Sostegno alle Imprese) has been activated for the realisation of projects aimed at reducing accidents and occupational diseases as well as for the implementation of safety and health interventions in the workplace.

The non-repayable grants are assigned subject to availability, according to the chronological order of arrival of the applications. The contribution, equivalent to 65 % of the investment, up to a maximum of EUR 130,000, is dispensed if the technical and the administrative audit/controls after the implementation of the project are successfully passed.

Each year since 2010, INAIL has published the public notice 'Incentives to companies for the implementation of interventions relating to health and safety at workplace' that reports ISI-INAIL project's facts (i.e. a website that encompasses both objective data associated with past years and the current call for application, which also invites MSEs to apply for funding).

In addition to the INAIL contribution, a small (unspecified) amount of funding is provided by the Ministry of Labour and Social Policy contributions. Both contributions vary in amount from year to year. According to figures available online, the total funding allocated by INAIL to the ISI-INAIL project is about EUR 1.2 billion since 2010. Although financial support is available for every business size, this programme was designed to favour mainly MSEs.

Target groups

The beneficiaries of financial support are businesses and some self-employed individuals, having duly paid the registration fee of the Chamber of Commerce, Industry, Craft and Agriculture (CCIAA), in the whole country. The target group is not only MSEs, encompassing all enterprises, yet favouring smaller ones.

Funding is provided, within the limits for the various companies operating in different sectors, in compliance with 'de minimis' European law. According to the conditions of community legislation on the application of Articles 107 and 108 of the 'de minimis' treaty, the funding is allocated with the limits for the different companies during three financial years as follows:

- EUR 100,000 to companies relating to road transport sector. Regulation (EU) No 1407/2013;
- EUR 15,000 to companies active in the agriculture sector. Regulation (EU) No 1408/2013;
- EUR 30,000 to companies active in the fisheries and aquaculture sector. Regulation (EU) No 717/2014;
- EUR 200,000 for the others. Regulation (EU) No 1407/2013.

In order to give a quantitative view of access to the support for MSEs compared with large companies, Table 30.1 attributes scores to companies based on company size (the minimum score to be achieved to have access to the financing is 120 points).

Table 30.1 Access to support for MSEs compared with large companies

Company size (No employees including the employer)	Turnover in millions €/year	Score: if revenue exceeds the limits specified, the score is multiplied by 0.6
1-10	≤ 2	**45**
11-15	≤ 10	**40**
16-20	≤ 10	**35**
21-30	≤ 10	**30**
31-50	≤ 10	**25**
51-100	≤ 50	**20**
101-150	≤ 50	**17**
151-200	≤ 50	**14**
201-250	≤ 50	**12**
251-500		**9**
≥ 500		**7**

In parallel with the scores calculated on the basis of company size, a similar table is drafted by the same notice concerning the scores calculated on the basis of the standard premium (the premium is the amount of money that a business must pay for insurance) — at a national level — related to the business process involved in the project. The premium is a technical classification of processes each linked to the national premium average corresponding to own risk, and allows businesses to distribute the costs of insurance management according to a criterion of 'solidarity' between the different productive sectors. The higher the premium related to the business processes involved by the project, the greater the associated score will be. It is evident that, in allocating points towards the minimum score of 120 points, the policy published in the notice favours companies in higher-risk (more dangerous) sectors. However, unfortunately no statistical evidence exists that would confirm participation in the programme by companies operating in higher-risk sectors.

Among all the companies that exceed the threshold of 120 points, only a small 'lucky' portion of them have access to the funding. This situation occurs on account of the delivery mode of the contribution online application form. Any company wishing to apply for the economic incentive has to submit the application, at the date and time previously set, in the fastest way possible. In fact, the check of the requirements is done according to the chronological order in which the applications are uploaded (typically, less than a few seconds are enough to fail). This fact may disadvantage less prepared companies, such as — typically — micro enterprises.

- **Description of the good example**

INAIL finances the expenditure incurred for projects to improve health and safety levels in the workplace. The beneficiaries of the incentives are enterprises or self-employed individuals associated with the CCIAA. More than EUR 276 million (EUR 276,269,986) were made available in 2015, of which more than EUR 45 million were made available in the Lombardy region. Funding is non-repayable and is assigned subject to availability, according to the score calculated on the basis of a list of parameters (reported below and discussed above). The incentive is equivalent to 65 % of the total investment, up

to a maximum of EUR 130,000 with a minimum of EUR 5,000. For companies with up to 50 employees that submit projects for the adoption of organisational models and social responsibility the minimum contribution limit of EUR 5,000 does not apply. For projects involving an incentive equal to or greater than EUR 30,000 this may require an advance payment of up to 50 % of the amount of the contribution.

Companies can submit only one project for each domestic production unit, concerning a single type from among those listed below (of course, each intervention must be related to OSH; the impact on OSH has to be fully explained in order to have the application funded):

• Investment projects:

1. changes of the work environment;
2. acquisition of machinery;
3. purchase of devices for carrying out activities in indoor environments;
4. purchase of permanent anchor installations;
5. installation, modification or adaptation of electrical installations.

• Projects for the adoption of organisational models and social responsibility:

1. adoption of an OSH management system at work (in Italian, SGSL) certified to BS OHSAS 18001:07 by certification bodies accredited for the specific sector at ACCREDIA or other;
2. adoption of a sectoral SGSL, provided by INAIL agreements;
3. adoption of a SGSL for the business of construction and civil engineering;
4. adoption of a CSR management system with an SA 8000 certificate;
5. social reporting mode certified by independent third party.

• Reclamation projects from asbestos-containing materials (in Italian, MCA).

1. removal and disposal of MCA plaster;
2. removal and disposal of MCA from means of transport;
3. removal and disposal of MCA from plants and equipment (ropes, insulation, insulation of steam pipes, exhaust ducts and so on);
4. removal and disposal of tiles and paving made of vinyl asbestos including any fillers and adhesives containing asbestos;
5. removal and disposal of MCA covers;
6. removal and disposal of boxes, flues, chimneys, walls, pipes or artefacts typically consist of asbestos cement.

In order to achieve the minimum eligibility threshold (120 points) for obtaining the public funding, some specific parameters (five in total), associated both to characteristics of the enterprise and to the project related to the application, have been specified. One of these parameters, with a higher weight than the others, is the ‘business size’ of the company, which is the value assigned in inverse proportion to the size of the company (as stated above, favouring projects submitted by small and especially micro enterprises).

The parameters that determine the score are:

- business size (as described above);
- national average premium for the risk of the work (as described above);
- adoption of best practices (additional bonus);
- shared projects with the social partners or informative project to workers' representative for safety (RLS) (additional bonus);
- type of intervention (additional bonus only for projects proposed by MSEs of specific sectors if interventions are related to specific risks, that is noise, burn, shear and cutting, fall);
- regional bonus (if any).

With regard to the procedure for submitting applications, INAIL makes use of the ‘evaluation desk’ procedure (Legislative Decree No 123/1998), better known as ‘click-day’, allowing a strong simplification that, as already mentioned, has a decisive influence on the outcome of the list of companies eligible for contribution.

Specifically, applications must be submitted via web, according to the following three phases:

1. access to the online procedure and filling out the application;
2. submission of the online application;
3. sending the documents to complete the application on time and in the required format.

Once the applications for funding are uploaded, INAIL proceeds with the evaluation and verification process, in order to check the full consistency of data and information provided. During the verification process, on-site inspections can take place. If any issue arises, INAIL can recalculate the score.

Regarding the dissemination and communication of the programme, INAIL promotes various information campaigns covering the entire national territory. These campaigns provide technical information, the timing of the initiatives and the main elements of the call, and promote and encourage a synergy of action between business productivity and worker protection with measures that allow virtuous companies to save economic resources. Moreover, INAIL promotes targeted meetings with associations of enterprises, consultants' associations and social partners. Finally, companies whose applications were positively assessed will also benefit from the assistance of the competent INAIL offices in the territory for the duration of the administrative procedure, from the stage of sending the documents to completion of the application.

- **Results and evidence of impact**

While the spread of this programme among MSEs is well proven (data are reported at the end of this section), the quantitative verification of the impact in the company coming from the implementation of projects is ongoing.

Recently, INAIL, as a result of research and data collection performed on companies that had implemented a project for the adoption of organisational models and social responsibility (OHSAS 18001), verified the raising of safety and health levels in such companies. This test was possible by means of a series of indicators among which, first of all, is the average injury rate. The indicator has shown a marked decrease in the average accident rate. The validity of this type of indicator can be considered realistically objective since such interventions involve the whole company's production system without leaving some industrial process not covered by the interventions itself, which could otherwise randomly influence (and also overestimate) the average accident rate. More issues in measuring the outcome were experienced when investment projects (mainly the purchase and installation of new machinery) were considered. In fact, as a dramatic example, by means of this type of financing, companies are forced to purchase machines compliant with the latest standards. Then, it is logical to deduce that the company may gain some safety benefits together with productivity benefits by purchasing a machine with special devices, technologically innovative and at the vanguard. However, thus far, there are no direct indicators of effectiveness for this type of project. This is mainly for two reasons. First of all, the limited observation time is not enough for a precise verification of results. In fact, no direct relationship can be observed between the replacement of the machinery and the occurrence of an accident in such a limited amount of time when other factors can randomly affect the results. In the second place, since the notice targets the different sectors with a series of interventions potentially very different from each other, the indicators of effectiveness cannot be easily standardised, but, on the contrary, their use should be diversified according to the type of intervention and for each individual sector of application. Summarising, today, INAIL uses indirect indicators that are objectively valid for companies that have implemented projects for the adoption of organisational models and social responsibility, and is working to pull out other indicators that can also be used in the evaluation of projects involving replacement or modification of existing machinery.

Many enterprises are participating. Based on data provided by INAIL, the number of SMEs has increased markedly between 2010 and 2015. The number of loans returned to small businesses is increasing. In 2014, MSEs accounted for 93 % of all enterprises that obtained funding. The percentage of MSEs admitted (out of all enterprises admitted each year) gradually increased from 45 % in 2010 to 61 % in 2014. From these data, it is clear that the programme has been successful.

Although this massive participation of MSEs cannot prove by itself the actual effectiveness of the programme in terms of health and safety conditions for the workers, this continuity allows an economic return because of lower spending by INAIL for compensation of damages (as a significant decrease in accidents occurred), together with a constant flow of information that can be useful for the development of future programmes. After all, the number of companies applying has been high every year and as a

matter of fact there were 80,000 applications in the period 2011-2014 and there were 23,000 just in 2015 (INAIL Regional Directorate of Lombardy — Technical Consulting Risk Assessment and Prevention, 24 October 2016, personal communication).

In addition, from the data in Table 30.1, the emphasis that INAIL places on trying to favour, through funding, smaller companies, is evident. The effects of this INAIL policy can be shown by the results of some surveys carried out by the institute itself. The results show that there is a very high percentage of applications submitted by companies with up to 10 employees. In particular, data collected by INAIL show that, in relation to the last ISI-INAIL Notice (2015), 80 % of applications came from companies with up to 20 employees and more than 50 % of applications came from companies with no more than 10 employees (INAIL, Regional Directorate of Lombardy — Technical Consulting Risk Assessment and Prevention, 24 October 2016, personal communication).

These programmes also show how high-level regulators (Ministry of Labour, INAIL) deploy an OSH management strategy at a lower level (that of an individual company). The overall programme, in fact, although maintaining a great degree of freedom that is helpful for the company, directs it towards certain types of actions and interventions rather than others. As a consequence, it may lead to greater involvement and alignment of all OSH bodies, from companies to the Labour Inspectorate and so on, which could ensure a good run in terms of improved health and safety conditions in the workplace. However, we only have indirect evidence of this impact. The most striking case of such a mechanism has to do with the third project type listed in the project in 2015, namely 'reclamation projects from asbestos-containing materials'. Indeed, while the first two types of implementable projects are the same from year to year (which is very useful for companies to plan their interventions over the years and to get used to this programme and its application in a smoother way), INAIL reserves the possibility of changing the third project type every year. This modus operandi could lead companies to focus their attention directly on this third type of intervention that, well addressed by INAIL, should for sure match very tightly the safety and health needs in the workplace in the current Italian context. In the end, companies (especially MSEs that, in fact, as a result of lack of resources, would probably never have invested in certain safety areas) are involved in projects that vary from year to year and are developed to counteract lack and/or absence in the safety and health field, context-wise (thanks to INAIL).

- **Learning from weaknesses and failures**

From an in-depth analysis, built on the basis of the opinions of individuals who have first-hand experience with the programme, weaknesses can be identified at INAIL level and at company level, and both result from the procedure whereby companies can try to apply the economic incentive.

INAIL Public Notices are accessible through the so-called 'application-on-line'. Checking whether applications meet the requirements is done according to the chronological order in which the applications were uploaded. This system, in theory, could exclude high preventive value projects in favour of lower preventive value projects if applications for the latter are sent earlier. In practice, only projects with a score of 120 points are considered, that is those projects that INAIL already evaluates with high preventive potential. If this procedure was not followed, INAIL would have to examine thousands and thousands of applications, resulting in great delays in financing disbursement (INAIL, Regional Directorate of Lombardy — Technical Consulting Risk Assessment and Prevention, 24 October 2016, personal communication). The evidence of this can be found in the 2015 call, when there were about 23,000 applications (i.e. a very high and not completely expected number) and INAIL suffered from delayed financing disbursement. From the point of view of the companies, the click-day is often described as a lottery that rewards faster electronic transmission lines instead of going into the details of the most deserving projects. A system of this kind is therefore considered by a number of companies as inappropriate, condemning companies that should instead be supported and facilitated to deal with bureaucratic requirements, and helped in accessing government grants for an important issue such as safety. Therefore, this aspect can be improved, but finding a solution is a matter of balancing the abovementioned aspects (INAIL, Regional Directorate of Lombardy — Technical Consulting Risk Assessment and Prevention, 24 October 2016, personal communication).

- **Conclusions**

The INAIL Public Notice lists the requirements for participation. Since there are a number of requirements that enterprises must meet to have access to incentives, this forces the companies to meet the criteria.

Dialogue and inspection are part of the process that the technical and administrative supervision put in place, forced to a coercive mechanism because companies are driven to/forced into some types of implementation, but also forced to a 'normative' mechanism because of the dialogue that comes with an OSH professional (e.g. an inspector). The latter visiting many different enterprises and the projects they are implementing disseminates the information collected, and such a mechanism leads the enterprise to 'behave similarly' and thus to follow the same standards.

The notice proposes a list of possible (as examples) eligible investments. This is an indirectly coercive mechanism because the company is actually pushed to implement only initiatives included in the call, but other OSH interventions are disregarded, even if they could bring better results.

MSEs suffer from reduced resource availability, and this reflects there being less time and personnel available to scout, apply and follow-up the calls for funding. The continuity and repetitiveness over time (since 2010) of this well-promoted programme significantly reduces the effort that should be devoted to finance OSH interventions, thus facilitating MSEs.

- **Transferability of the results**

This programme was designed to be applied to any sector, any business size, and any type of project (investment projects, organisational models, reclamation projects and so on). Thus, the applicability and success of this programme is taken for granted, as is the outcome in terms of number of applications (also after having considered the programme targeting on MSEs and more dangerous sectors). Nevertheless, results could vary depending on a number of factors (typically sector, business size, type of projects).

This kind of programme requires substantial financial resources over several years.

- **References, key literature, web pages and sources**

https://www.inail.it/cs/internet/home.html

https://www.inail.it/cs/internet/attivita/prevenzione-e-sicurezza/agevolazioni-e-finanziamenti/incentivi-alle-imprese.html

https://www.inail.it/cs/internet/attivita/prevenzione-e-sicurezza/agevolazioni-e-finanziamenti/incentivi-alle-imprese/bando-isi-2015.html?id1=2443085356892 - anchor

https://www.inail.it/cs/internet/docs/isi-2015-presentazione.pdf?section=attivita

The current overview has been compiled from web-based sources, strongly supplemented with additional information obtained through:

- an interview with the Director of INAIL, Regional Directorate of Lombardy — Technical Consulting Risk Assessment and Prevention, who also reviewed a preliminary programme description. The interview was held on 24 October 2016 in Milan and lasted about 30 minutes;
- personal communications with the Responsible of INAIL, Regional Directorate of Lombardy — Technical Consulting Risk Assessment and Prevention;
- an interview with a professional from a consultancy company in the area of Occupational Safety and Health, whose business is mainly focused on micro, small, and medium-sized enterprises.

4.8 Provision of tools and methods suited to the support of OSH and OSH management in MSEs

Many MSEs appreciate getting concrete advice on what is needed as well as concrete advice on how to improve OSH and implement what is needed. There are, among the good examples, several tools that are used widely by MSEs. Below several tools are described. As the tools focus on different topics, they have been divided according to their main themes.

- tools supporting OSH management;
- tools supporting risk identification and good practice for sectors;
- tools for the psychosocial working environment;
- tools supporting design of workplaces in some sectors.

Tools supporting OSH management

Good example 31. Germany

Occupational safety management system in the construction industry (AMS BAU)

Good example 32. Germany

GDA Orga Check and INQA tools — self-evaluation checklists for small companies

Tools supporting risk identification and good practice for sectors

Good example 33. Belgium

SOBANE and the Déparis guide — tools to support participatory risk management

Good example 34. Sweden

Checklists for sectors — support in risk identification, selection of control measures and making an action plan

Good example 35. Belgium

OiRA — sector-specific Online interactive Risk Assessment for SMEs

Good example 36. Ireland

Ireland's BeSmart.ie Initiative — OSH tools for MSEs in many sectors

Good example 37. Romania

'Health and safety at work' guidance for understanding OSH legislation

Good example 38. Belgium

A framework for cooperation within sectors to stimulate, facilitate and share OSH management practices

Good example 39. Germany

A network that brings together experts to support small companies in Germany — INQA network 'Offensive Mittelstand' (Advance SMEs)

Tools for the psychosocial working environment

Good example 40. Belgium

Knipperlichten — a tool for indicators for psychosocial risks at work

Good example 41. Italy

A tool for the risk assessment and risk management of work-related stress

Tools supporting the design of workplaces in some sectors

Good example 42. France

'Mavimplant' — a tool supporting the good design of workplaces

▪ Good example 31. Occupational safety management system in the construction industry (AMS BAU) - Germany

Isabella Banduch, Claudia Oldenburg, Annika Krüger and Carsten Brück, Kooperationsstelle Hamburg IFE (KOOP).

▪ Background

An OSH management system (Arbeitsschutzmanagementsystem (AMS) in German) is especially interesting for companies that recognise that sustainable success is determined by healthy, motivated, powerful and creative staff. Especially SMEs cannot afford the costs of losing working hours as a result of occupational injuries. This requires an effective OSH management. Furthermore, more and more clients, also from other sectors, are already placing high demands on their contractors' health and safety policies by requiring certain certificates. Any company wanting to stay competitive in the long term — in the construction industry as well as in all other economic sectors — can use an occupational safety management system to achieve these goals. An occupational safety management system is a preventive strategy that systematically integrates health and safety into all structures, policies and organisational units of a company, leading to improved economic results as well as to improved health of the employees.

Management systems are innovative tools for management that are based on norms defined by ISO. Well-known standards in company management are quality management standards and environmental management standards. The International Labour Organisation (ILO) has therefore developed 'Guidelines on occupational safety and health management systems' (ILO-OSH 2001). This guideline was adapted to national circumstances by including already existing national guidelines. The German national guideline[22] was published in 2002 and developed by all relevant actors, namely the Ministry of Economics and Work, the authorities of the Länder, the statutory accident insurances and the social partners.

Based on this national guideline, different actors have developed sector-specific occupational safety management systems[23] in Germany. Supervisory and preventive services and the accident insurance institutions offer consulting and support in the implementation of OSH management systems that are adapted to different sectors or regions and their specificities. More information about the transferability to regions and sectors are provided at the end of the description.

AMS BAU is the implementation of the occupational safety management system (AMS in German) in the construction sector. It was developed by BG BAU — the German Statutory Accident Insurance for the building trade. In Germany, every company is obliged to be a member of the statutory accident insurance according to the economic sector that the company is working in. In this case, BG BAU is responsible for all companies of the construction sector in Germany. AMS BAU is financed through the mandatory insurance contributions of the member companies of BG BAU, that is the insurance premiums.

The objective of AMS BAU was to enable SMEs in the construction industry to set up an effective OSH management system in their own company. As a first step, the concept of AMS BAU was developed in the framework of three projects in the years 2001 to 2003 that involved member companies of BG BAU. The AMS BAU system started 2003.

The system adapts ISO standards IN EN ISO/IEC 17021 (contains principles and requirements for the competence, consistency and impartiality of bodies providing audit and certification of all types of management systems), DIN EN ISO/IEC 19011 (the guideline for auditing management systems) and ILO guidelines for OSH management (ILO-OSH 2001). The AMS BAU concept is recognised by many contractors and clients, sometimes the contractors even demand this certificate.

[22] NLF: Nationaler Leitfaden für Arbeitsschutzmanagementsysteme. Available at: www.baua.de/de/Themen-von-A-Z/Organisation/pdf/Leitfaden-AMS.pdf?__blob=publicationFile&v=4

[23] For other occupational safety management systems developed by other institutional actors, see section 'Transferability of the results'.

- **Target group**

The construction sector is characterised by changing workplaces where conditions of the workplace cannot be organised according to the needs or demands of employees or companies working on the premises of the client or contractor.

The work must be done in changing weather conditions (hot, cool, rain, sun, storm, snow and so on), sometimes even at night. Many contractors work on the same construction site and they must cooperate and collaborate with each other. The safety needs of one (sub)contractor may affect the needs of the other contractor. The sector is also characterised by employing workers from different nations, speaking different languages. Therefore, communication is impeded by language problems, but also by cultural differences.

BG BAU has about 500,000 member companies. Almost 95 % of the BG BAU member companies employ fewer than 50 employees. Therefore, it was obvious for the BG BAU to especially focus on this target group when developing AMS BAU. Furthermore, BG BAU itself has been asked by its member companies what it can offer to its member companies to prevent them from costly safety, health and environmental protection management systems and high costs for using external consultants.

- **Description of the good example**

The overall aim of AMS BAU is that SMEs in the construction sector will be able to build up or to improve the company's OSH management system independently from advice or regulation by the statutory accident insurance and without external support by (costly) consultants.

The main reasons for the member companies with fewer than 50 employees to implement AMS BAU are the need of an effective OSH management system and to fulfil legal obligations in relation to OSH (complying with the national law on occupational safety — Arbeitsschutzgesetz). In addition, the companies strive to remain competitive in the long term in the construction industry by also fulfilling the requirements of their clients adequately, for example the legal OSH requirements. Further reasons include a clear allocation of tasks, transparency and an improved flow of information. In addition, the member companies receive the AMS BAU service free of charge and can receive a premium by BG BAU in case the company is successfully re-assessed.

The OSH management system can also be integrated into other already existing company management systems, for example a quality management system according to EN ISO9001 norm and/or an environmental management system according to EN ISO 14001 norm.

Occupational safety management systems are characterised by the following[24]:

- The company's management assigns occupational safety a binding focus and achieves an agreement on clear goals.
- Occupational safety will be systematically organised and in conformity with the law.
- The managers know their duties and responsibilities in relation to safety, health protection and health promotion and they also assume the responsibility for it.
- Necessary measures are derived from public commitments, targets in occupational safety and from shortcomings and possibilities for improvement.
- The implementation will be managed together with the employees.
- The effectiveness of the measures for occupational safety and of the occupational safety management system are checked in a regular manner and improved continuously.

AMS BAU is a cost-neutral management concept that helps its corporate members to set up and improve the OSH management in their company independently from external expertise. AMS BAU is a practice-oriented management system that matches the requirements of the construction industry. It was

[24] Sicherheit und Gesundheit mit System Arbeitsschutzmanagement in einem betrieblichen Aus- und Fortbildungszentrum. Available at http://www.baua.de/de/Publikationen/Broschueren/A35.html

developed by the BG BAU in close cooperation with the participation of construction companies. This way, AMS BAU emphasises healthy and safe workplaces. AMS BAU takes account of specific conditions such as constantly changing workplaces, weather influences and special contractual agreements in the construction industry. Very often accidents are caused by a lack of work organisation. This issue is also addressed by the implementation of the OSH management system.

If interested, the company receives information about the advantages and structures of AMS BAU by the statutory accident insurance BG BAU. The benefits of the systematic organisation of safety and health at the workplace are explained as part of the consulting process by BG BAU consultants.

The counselling process includes the initial consultation by a BG BAU representative with an assessment of the current state of the OSH system in the company and the clarification of the scope of the counselling. In addition, there are possible follow-up consultations and the final step is the formal approval of the occupational safety management system by another review. The AMS BAU consultant is provided by BG BAU free of charge and is especially trained for this consulting process. A second consultant by AMS BAU conducts the review of the implementation of AMS BAU for the certificate.

For the implementation of the management system, BG BAU offers a sector-specific aid: the AMS BAU folder plus a CD-ROM as well as consultancy and assessment by BG BAU. Various implementation aids (see below) have been developed. They build on each other, are easy to understand and have been adjusted to the conditions of the target group. The implementation aids allow creating a tailor-made OSH documentation. These are available electronically.

The folder contains the following components:

- *Questionnaire for the inventory* — it allows an initial overview of the existing OSH system in the company.
- *Eleven work steps for safe and economic construction companies* — this section explains the systematic structure of the OSH management system or the elimination of deficits in the existing OSH system. The steps include

1. initiating an occupational safety policy;
2. setting goals;
3. specifying the organisational structure and the areas of competence and tasks;
4. rules and regulations, information flow and cooperation;
5. risk assessment, deriving and implementing measures, control;
6. rules for emergency situations and operational disruptions;
7. procurement;
8. selection and cooperation with subcontractors;
9. occupational health prevention (incl. preventive medical examinations, health promotion activities, keeping a prevention register);
10. qualification, training and instructions;
11. internal audits, verifying the achievement of objectives, review of the health and safety organisation.

- *A list of documents and form sheets* (a large variety of samples of documents needed to ensure a high-quality management system, for example job descriptions, assignment of an expert for occupational safety, lists of dangerous substances, lists of providers, proof of instructions, and many more).
- *Matrix* — it links the AMS BAU to other management systems/concepts.
- *Procedural principles of the AMS BAU* — it contains procedural principles of implementing the occupational safety management system and the review procedure.

The implementation of the system is voluntary for the BG BAU member companies. Employees and employee representatives (Betriebsrat) (if applicable) must be included and consulted in the course of the process.

When the implementation of the occupational safety management system is completed, it can be assessed by representatives of BG BAU through a visit of the company and on a building site. The assessment is conducted by a different person than the one who was used during the counselling process to ensure independent assessment. If the company passes the assessment, the company can get a certificate that is valid for three years. The certificate is provided by the insurance provider and is free of charge.

By issuing the certificate, the company is allowed to use the AMS BAU logo for business purposes during the period of validity of the certificate, for example in offers, in advertising, on their own website and in correspondence. This way the construction company can easily demonstrate to clients or contractors that they have implemented a high-quality and sustainable OSH policy. In some cases the clients or contracting authorities even require the certificate, for example large corporate companies in the petrochemical industry.

During the validity of the certificate, the company has to provide a proof of the functionality of the OSH management system annually. This includes a low frequency of accidents.

Furthermore, the permanent implementation of the AMS BAU has financial advantages. The first successful re-assessment of the company after three years will be rewarded by BG BAU with a premium of EUR 2,000 for each company. Any further successful re-assessment, taking place every three years, will be rewarded with EUR 1,000. This is an incentive for the long-term implementation of systematic OSH management.

- **Results and evidence of impact**

About 500,000[25] companies of the construction sector are mandatorily insured with BG BAU. According to BG BAU statistics, 1,065 enterprises have taken part in the programme so far[26]. Of the certified member companies, 705 employ up to 50 employees[27].

Management system tools are considered to be very resource consuming for small companies and to target only large and medium-sized companies. As AMS BAU targets SMEs and their employees in construction industry and because it was developed together with small companies, more than 66 % of the companies that are certified with AMS BAU do belong to the group with fewer than 50 employees.

The following key success factors can, however, be identified:

- It is a simple and practice-oriented system.
- There is a possibility to set up an effective OSH management system.
- Consulting and support are free of charge and are provided by the insurance provider.
- There is an improved competitiveness of MSEs.
- There is compliance with contractor's requirements.

Introduction and consistent implementation of AMS BAU has the following benefits for the companies:

- identification of the managers with the workplace safety policy;
- optimised trouble-free operational processes;
- improvement of safety and health awareness of the employees;
- improvement of the health of employees;
- increase in employee satisfaction;
- efficient form for entrepreneurs to fulfil their legal obligations;
- verifiable compliance of external requirements (contracting organisations, authorities, creditors);
- contribution to the business results;
- image benefit for companies by using the AMS BAU certificate.

[25] http://www.bgbau.de/die-bg-bau
[26] http://www.bgbau.de/ams-bau/verzeichnis/downloads/ueberregionales-verzeichnis-plz
[27] Interviews with BG BAU conducted by the project team, November-December 2016.

An evaluation[28] of the implementation of occupational safety management systems in Germany by the DGUV (German Social Accident Insurance) showed that the companies reported fewer accidents and fewer instances of absenteeism, higher OSH competences of managers, higher motivation of employees and a better relationship with clients. The companies also reported an improvement in OSH structures, processes and responsibilities, reduced time requirements in documentation of OSH. Furthermore, the companies stated that the time required to implement the management system was justified, that the aims of the occupational management system were clear and that they were satisfied with the process of evaluation.

However, to our knowledge there has not yet been a scientific evaluation of AMS BAU that shows proof of sustainably improved OSH in small companies that take part in the programme.

There are two publicly available company interviews, which were published by the Business magazine for the construction industry 'BG Bau aktuell',[29] which describe employees' experiences with the OSH management system:

Interview 1

Alk Pytlik (30 employees), Scaffolders from Braunschweig, Germany: The employees speak very positively about AMS BAU. They are developing their own ideas to improve their workplace safety.

Interview 2

Dietmar Kleindienst (40 employees), Project manager by MGW Gleisbau in Berlin, Germany: Employees have understood that occupational safety is not a harassment of the company's management, but that personal safety and trouble-free work are of high importance.

- **Learning from weaknesses and failures**

Weaknesses and potential improvements of the good example have been discussed in interviews with the experts of BG BAU. The interview partner from BG BAU stated that one of the weaknesses of AMS BAU is that in contrast to other systems, AMS BAU does not require training and examination of employees of the BG BAU member companies in the field of safety and health.

Furthermore, the OSH management system can be only sustainably improved if it is regularly assessed. It is necessary that the company (the management) assesses continuously to see if and where changes are needed, or if opportunities for improvement exist. This is supported by the necessity to annually provide documents demonstrating that the effectiveness of the management system was evaluated. In order to receive the re-assessment certification by BG BAU (including the re-assessment premiums paid by the statutory accident insurance) the documents demonstrating the effectiveness must be provided twice before the company can even apply for the re-assessment.

- **The future of the good example**

Plans for the continuation and development of the good example have been discussed in interviews with the experts of BG BAU.

BG BAU provides information and offers services in the form of information sheets, practical guidelines and seminars, and competent experts. The content of AMS BAU is continually developed by the AMS BAU coordination centre. Companies' suggestions and experiences are an important source and support for further development of the system.

[28] Deutsche Gesetzliche Unfallversicherung e.V. (DGUV): Arbeitsschutzmanagementsysteme. Ein Erfolgsfaktor für Ihr Unternehmen. Berlin 2014. Available at: publikationen.dguv.de/dguv/pdf/10002/i-5180.pdf

[29] http://docplayer.org/13554739-Erfolgreich-mit-ams-bau.html

In order to nudge and favour a continual improvement process (CIP) within the company, the CIP was thematically integrated into the AMS BAU documentation and it is supplemented by corresponding documents, for example for the planning of internal audits.

In addition, the procedure for re-assessment was extended in the middle of 2016. The annual examination of the OSH management system will have more significance in the future. This means that a document evaluating the effectiveness of the AMS BAU must be submitted twice, which is also a prerequisite for the re-assessment.

In the future, it is envisaged that an electronic platform will be provided for the certified companies. This allows companies to react faster to, for example, legislative changes (as in the printed form) and to provide the available information to the companies at the same time.

- **Conclusions**

AMS BAU is a comprehensive and sector-specific tool that was demanded by and targeted for small companies in the construction sector and was developed in cooperation with small construction companies. AMS BAU is used and implemented by small companies; 66 % of the certified companies have fewer than 50 employees.

AMS BAU initiates the development of a company OSH policy and the mainstreaming of OSH into the companies' management. It ensures that OSH will be continuously included in the everyday work procedures.

AMS BAU is offered for free by the statutory accident insurance of the construction sector.

Companies can receive a certificate and are allowed to use the logo stating the implementation of the occupational safety management system, helping to recruit clients, employees and contracting companies. After a successful re-assessment, which takes place every three years, the companies receive a premium. This way, OSH is systematically and permanently implemented.

- **Transferability of the results**

The ILO adopted the 'Guidelines on occupational safety and health management systems', which promote the voluntary introduction of an occupational safety management system by the adaptation of national guidelines. It is intended that sector-specific and organisation-specific tools (i.e. occupational safety management systems) are developed and implemented by the respective institutions; in Germany these institutions are the statutory accident insurances and the federal authorities for OSH.

Because the occupational safety management system is meant to be adapted to the national, sectoral and organisational specificities and needs, the current good example can be transferred to other economic sectors as well as to other geographic units (regions, countries).

The occupational safety management system was developed step-by-step for different sectors and company sizes, based on the national guideline. The implementation of occupational safety management systems in other sectors is described in this section.

There are comparable programmes in other sectors in Germany, for example 'AMS SVLFG' for the agriculture sector and 'qu.int.as' in the healthcare sector. 'Sicher mit System' is used by a variety of statutory accident insurances, for example BG RCI (raw materials and chemical industry), BGN (Horeca), BGHW (trade and logistics), BG Verkehr (transport), BGHM (wood and metal) and other sectors. All these are services of the statutory accidents insurances of the respective sectors. Further programmes are run by the federal Labour Inspectorates, that is 'OHRIS' by the inspectorates of Bavaria, Saxony and Saarland and 'ASCA' by the inspectorate of Hessen.

Qu.int.as stands for quality management with integrated health and safety at work. This combination is intended to support the creation of safe and health-promoting working conditions in companies in an efficient and sustainable manner. Organisation responsible for the good example is the BGW (the German Social Accident Insurance Institution for Health Service and Welfare Work).

In this case, the BGW — the statutory accident insurance of the health and social works sector — pays 50 % of the costs for certification but not more than half of the annual insurance premium; the other half must be covered by the company. Furthermore, the BGW supports the participation in quintas seminars by partly reimbursing the costs of the seminar after a successful certification.

Quintas is adapted to several quality management systems, which is crucial for companies in the health and social sector.

More information is available in German at: https://www.bgw-online.de/DE/Arbeitssicherheit-Gesundheitsschutz/Qualitaetsmanagement/quintas_node.html

AMS SVLFG — OSH management system (AMS) of German Social Accident Insurance Institution of Agriculture, Forestry and Horticulture (SVLFG). By introducing the AMS SVLFG, the internal weaknesses can be identified and eliminated. The implementation of the AMS SVLFG requires 10 working steps similar to the steps of AMS BAU. Many clients from other sectors required a certificate of OSH organisation from SVLFG member companies. For this reason, the SVLFG developed an OSH management system. It is cost-neutral and can be implemented by insured contractors.

More information is available in German at: http://www.svlfg.de/30-praevention/prv061_pruef_zert/prv02_ams/

'Das "**Gütesiegel — Sicher mit System"**' ('The award "Systematic Safety"') is an OSH management system based on the National Guidelines for Occupational Health and Safety Management Systems. SMEs with up to 250 employees belong to the target group of the BGHM (German Social Accident Insurance Institution of Wood and Metall), BG RCI (raw materials and chemical industry), BGN (Horeca), BGHW (trade and logistics), BG Verkehr (transport), BG ETEM (Energy Textile Electric Media). There is free participation on a voluntary basis. The BGHM offers support for the optimisation of the health and safety organisation through consultation and information. After a successful assessment of the implementation within the company, companies can get the award 'Systematic Safety', which is valid for three years. The certification is provided by the insurance provider. The award may be used publicly and for advertising purposes. To date, 510 companies of BG HM, about 80 companies of BG Verkehr, about 90 companies of BGHW and 130 companies of BGN (with about 50 re-certifications) have been awarded the certificate.

BGN reports that the companies with a certificate have 15 % fewer accidents at work than the companies without a certificate[30].

- **References, key literature, web pages and so on**

More information about German OSH management systems and providers is available at: http://www.gda-portal.de/de/Handlungshilfen/AMS.html

Deutsche Gesetzliche Unfallversicherung e.V. (DGUV): Arbeitsschutzmanagementsysteme. Ein Erfolgsfaktor für Ihr Unternehmen. Berlin 2014. Available at: publikationen.dguv.de/dguv/pdf/10002/i-5180.pdf

Jahrbuch Prävention der BGN 2013/2014, p. 55

Web pages:

http://www.bgbau.de/ams-bau/ams-bau-the-health-and-safety-management-system-by-bg-bau

http://www.bgbau.de/ams-bau/verfahren/downloads/verfahrensgrundsatz

http://www.bgbau.de/ams-bau/konzept/inhalt/downloads/ams-bau-ordner-komplett-2015

http://www.gda-portal.de/de/Handlungshilfen/AMS.html

[30] Jahrbuch Prävention der BGN 2013/2014, p. 55.

https://www.bgw-online.de/DE/Arbeitssicherheit-Gesundheitsschutz/Arbeitsschutz-mit-System/Qualitaetsmanagement/quintas_node.html

http://www.svlfg.de/30-praevention/prv061_pruef_zert/prv02_ams/

https://www.bghm.de/arbeitsschuetzer/angebote-und-aktionen/beratungsangebote/guetesiegel-sicher-mit-system-sms/

Interviews:

Interviews with BG BAU made by project team, November-December 2016.

Interviews with companies provided by BG BAU, available at: http://docplayer.org/13554739-Erfolgreich-mit-ams-bau.html

Flyer about the AMS BAU system:

http://www.bgbau.de/ams-bau/ams-seite/downloads/flyer-ams-aktuell.pdf

Article in German about the AMS BAU system (‘Elf Schritte zum Erfolg — mit AMS BAU’, p. 8):

http://docplayer.org/13554739-Erfolgreich-mit-ams-bau.html

Good example 32. GDA Orga Check and INQA tools — self-evaluation checklists for small companies - Germany

Carsten Brück, Claudia Oldenburg and Annika Krüger, Kooperationsstelle Hamburg IFE (KOOP).

Background

The Joint German OSH Strategy (Gemeinsame Deutsche Arbeitsschutzstrategie, GDA) is a common initiative bringing together all governmental OSH stakeholders, all statutory accident insurances and the social partners. It is the central strategic steering instrument of institutional OSH in Germany. It was started in 2008 and embarked on its second strategic period in 2013. Learning from results of OSH surveys, one aim of the second period is to improve OSH organisation, especially in MSEs where figures show that there is a substantial lack of compliance even with basic OSH regulation.

INQA is a joint initiative of the Federal Ministry for Labour and Social Affairs, the federal states, trade unions, employer organisations, civil society organisations, social insurance institutions and businesses. INQA was established in 2002. The initiative aims to shape and improve the work environment of the future by focusing on health, motivation and safety of not only the employees, but also the enterprises, for example in terms of economic health. In addition, the initiative offers an independent forum for various stakeholders for discussion about the quality of work. Through its activities, the Initiative seeks to address the question 'How can work be profitable for companies, and be healthy, motivating and attractive for employees?'[31]. INQA, respectively the network for SMEs ('Offensive Mittelstand'), which derived from the initiative, has developed several so-called 'checks' (instruments) that are designed for owners and managers of micro, small and medium-sized enterprises as well as for consultants and OSH service providers in order to identify demands for actions and to improve the current (OSH-related) situation of the company. INQA has a significant regional coverage and outreach in different sectors and also in MSEs.

During the second strategy period of the GDA, the strategy partners and the INQA network came to an agreement for a closer cooperation. This includes the promotion of the newly developed instrument called 'GDA Orga Check', which was designed for the use in micro, small and medium-sized companies. The instrument allows to check and to revise the company's OSH organisation and processes in 15 self-explanatory steps. When uploaded online, the company can also make a benchmark with companies of the same size group and of the same sector.

GDA Orga Check is also designed to be combined with further instruments that were developed by the INQA networks, especially the 'Check Guter Mittelstand' (check good medium-sized companies), which is a central instrument of INQA. 'Check Guter Mittelstand' aims to support SMEs to create a healthy and attractive work environment, and also aims to enable companies to hire and bind highly valuable professionals — because especially German SMEs struggle to do so. The check was published in September 2010 and the latest revision is from March 2016. Further checks that can be integrated are 'Check Personalführung' (check personnel management), which aims to improve leadership and employee retention, and 'Check Wissen und Kompetenz' (check knowledge and competence), which focuses on knowledge management and on developing and retaining competences in the company, and eventually promoting lifelong learning. It aims to enable employers to identify the hidden potential of their employees and thus to systematically analyse their capabilities.

Target groups

All the 'checks' that are presented in this example are designed for small (defined as 1 to 49 employees) and medium-sized enterprises (defined as 50 to 250 employees), but they are also applicable for larger companies. Every German company with more than one employee is able to fill in the checklists online

[31] Good example 5 (INQA Netzwerk Gutes Bauen) also comprises information about the INQA network and therefore there is some overlap.

or in a print version and on account of the broad topics, there is no sector or educational restriction. All of the checklists mentioned above are for the use by owners or managers of enterprises, associations, foundations or public administrations, but also for the use by consultants of these companies.

All three INQA checks were developed under the coordination of the 'Offensive Mittelstand — Gut für Deutschland' ('Advance SMEs — Good for Germany'), an independent network under the umbrella of INQA. Other institutes involved in the development were research and consulting institutes for SMEs (BC GmbH Forschungs- und Beratungsgesellschaft, IfM — Institut für Mittelstandsforschung; itb — Institut für Technik der Betriebsführung, and the RKW Rationalisierungs- und Innovationszentrum der Deutschen Wirtschaft) as well as the statutory accident insurance for raw materials (Steinbruchs-Berufsgenossenschaft). In the end, all checks were reviewed and finalised by the 'Offensive Mittelstand.'

- The 'Check Guter Mittelstand' is especially designed for the needs of small companies with 1 to 49 employees, but it is also stated that 'bigger companies can identify valuable ideas and suggestions'. In addition, also advisors for medium-sized companies can use the check to examine the situation of the company to support.
- The 'Check Personalführung' is also especially designed for the needs of managers of small companies. In addition, team leaders of larger companies are able to use the check for their department. In the evaluation report of the check it is stated that the main target group are companies with fewer than 25 employees, but in order not to exclude larger companies it was decided not to publish a size restriction. The check was published in March 2013.
- Similarly, the 'Check Wissen und Kompetenz', which complements the Check Guter Mittelstand, is also designed for managers of SMEs of all sectors. The check was published in December 2014.

GDA Orga Check does reach out to companies of all sectors, and so do the instruments of Offensive Guter Mittelstand. All include MSEs in their target group. As there are no restrictions to sectors, the vulnerability of the target group is as diverse as the target group is.

- **Description of the good example**

GDA Orga Check was developed as one of the central instruments of the GDA work programme 'Better Organisation of OSH'. The development was funded and supported by the German Federal Ministry of Labour and Social Affairs in the project 'Projekt Aktiv'. GDA Orga Check exists in a print/PDF version as well as an online/app version. Results of the online version can also be synchronised and allow taking part in benchmark with other companies of the same size and of the same sector. The use of the instrument in any form is cost free.

In 15 dimensions, GDA Orga Check enables employers and managers to better organise OSH processes in the establishment step-by-step. The 15 dimensions are:

1. responsibility and delegation;
2. checking OSH tasks and OSH obligations;
3. supervision by occupational physicians and safety professionals, OSH committee;
4. professional skills and qualification for OSH;
5. organisation and implementation of risk assessment;
6. instruction of employees;
7. regulatory requirements;
8. legal provisions for OSH;
9. representatives/worker representatives;
10. communication and improvement;
11. preventive occupational medical examinations;
12. planning and procurement;
13. contractors and suppliers;
14. agency workers and employees on temporary contracts;
15. first aid and emergency measures.

For each dimension, targets are clearly set out and actions that may be required are suggested to the user. The instrument is meant to be easy to use and self-explanatory so that everyone can work with it. In the online version, the user is given additional suggestions and information on OSH solutions in the chapter 'What must be done, what can I do?'.

The dimensions and instructions are derived from and refer to assessment criteria that were established in the GDA guidelines on OSH organisation. These guidelines are used by the Labour Inspectorates and the statutory accident insurance bodies for the inspection and revision of companies. As a result, GDA Orga Check matches the inspection standards, which means that companies that use and follow the instrument can be sure that their organisation is in line with OSH regulation.

GDA Orga Check is strongly promoted by the Labour Inspectorates and the statutory accident insurances when inspecting and consulting companies, not only within the GDA work programme 'Better Organisation of OSH', but also as part of daily interventions. Interview partners from the labour inspection of Hamburg strongly recommended the instrument and confirmed that it has become part of the daily work.

In addition, GDA Orga Check wants to enable the companies to start a process of continuous improvement. It is perceived as a good starting point for further measures that will go beyond. That is why it is designed in a way that it can be combined with other well established instruments which are developed and promoted by the INQA network, in particular by 'Offensive Mittelstand'. INQA, and Offensive Mittelstand in particular, intend to offer support and knowledge for employers and employees of small and medium-sized companies of any sector in order to adapt to a modern work environment. The checks facilitate this process.

The 'Check Guter Mittelstand' aims to support medium-sized companies to create a healthy and attractive work environment, and in order to hire and bind highly valuable professionals. Especially for SMEs it is difficult to find and bind high professionals[32] and thus the check facilitates the process of motivating employees and creating a healthy, successful and competitive work environment. The check was developed by reviewing good examples (successful medium-sized companies) and taking into account results of research. The checklist can be accessed online or in a print version. In addition to that, there is a handbook free of charge that is especially made for SMEs.

Content-wise, the checklist focuses on adapting the work environment to 'work 4.0' (especially in regard of digitalisation) and the demographic change, and it can also be used to start with the organisational part of the risk assessment, which is mandatory in Germany. In total, the check comprises 11 topics that can be done apart from each other and be used as individual tools. As a first step, the respective owner or consultant systematically reviews the 11 topics and identifies demands for actions. Secondly, a scheme with measures is offered, which can be adapted to the demands of actions that have been identified. Thirdly, a prioritisation is done that determines the sequence of the actions that shall be implemented. About 10 measures are described and suggestions are made in relation to the persons involved, the time plan and measures to be taken. Whenever the employer realises required measures exceed their competences, the network provides regional contact persons all over Germany. A self-declaration can be filled in to document that the company has participated in the check.

The 11 topics or chapter of the instrument are as follows:

1. business strategy;
2. cash flow/liquidity;
3. risk assessment (hazard identification, risk estimation, taking measures);
4. leadership;
5. market and clients;
6. work and business organisation;
7. business culture;
8. personnel;
9. production and performance processes;
10. procurement; and

[32] http://www.inqa.de/SharedDocs/PDFs/DE/Projekte/demo-offensiv.pdf?__blob=publicationFile; p. 16.

11. innovation.

As a general approach, the instrument combines ‘core’ OSH with topics that concern the whole business organisation. This follows a general assumption that many INQA tools and networks follow: In order to get better access, especially to small enterprises, they try to embed the message in the context of management processes and better business organisation. Current issues help to get access to the target group. Examples are combining the message with the demographic change and the difficulties of small enterprises to recruit qualified staff in times of economic success. Therefore, the message is that good OSH is one factor that makes work more attractive and helps the companies to retain staff and the workers to stay healthy. It also helps to show that OSH is not a standalone topic but it is embedded in the general management context.

The main assumption for the ’Check Personalführung’ is that the success of companies mainly depends on employees and thus on personnel management. In addition, INQA states that in the future, personnel management will be more important as a result of the demographic change — innovations need to be realised with older employees and for smaller companies it will be more difficult to find qualified professionals. Good personnel management shall increase the attractiveness of the employer and the ability to find, promote and bind professionals. The check offers possibilities to improve personnel management in order to motivate the employees and enable them to remain healthy. Similar to the ’Check Guter Mittelstand’, this checklist comprises 11 topics and as a first step the checklist is filled in to identify demands for action and in a second step appropriate measures are defined and prioritised. The 11 topics are as follows:

1. personnel planning;
2. personnel development;
3. gaining personnel;
4. motivating personnel measures;
5. good working climate;
6. internal communication as task for leadership;
7. the diversity of the personnel is used;
8. attractiveness of the company;
9. attitude towards the employees;
10. explain and convey values and principles;
11. knowledge about own strengths and weaknesses as leader.

The ’Check Wissen und Kompetenz’ complements the ’Check Guter Mittelstand’ and aims to improve the knowledge and expertise (competences) of employees. As stated above, especially for SMEs it is difficult to hire professionals and by using this check the employers shall be enabled to identify hidden potentials. By using the check, the employers can systematically analyse the potentials of their teams and good practical examples facilitate the implementation. In contrast to the other checks this one also describes concrete examples of how to treat knowledge and competences. The checklist comprises eight topics and it is possible to only conduct several assessments or the whole checklist. Similar to the other checklists, the current situation is analysed in the beginning and afterwards concrete measures are defined. The eight topics are as follows:

1. define aims of knowledge and competences;
2. identify knowledge and competences;
3. acquire knowledge and competences for the company;
4. develop knowledge and competences within the company;
5. distribute knowledge;
6. use knowledge and competences adequately;
7. preserve knowledge and competences;
8. evaluate knowledge and competences.

As it is difficult to reach out to small companies, INQA decided to use pre-existing networks in order to do so. More than 60 nation-wide and regional networks are working under the umbrella of INQA and they discuss relevant topics depending on sector and region. The ’Offensive Mittelstand’ has more than 150 partners with various backgrounds and from several sectors (e.g. statutory accident insurances,

health insurances, foundations, employers' associations and companies). These networks are used to distribute the checks to especially SMEs. As a first step the checks were designed to be as easy as possible and were made easily accessible (website, paper and as an app) and they are free of charge. The partners of the networks were involved in the development of the tools and thus it is assumed that they distribute the tools more frequently.

- **Results and evidence of impact**

GDA Orga Check is strongly promoted by the Labour Inspectorates and the statutory accident insurances when visiting companies. During the work programme 'ORGA', more than 15,000 companies were visited and revised. By pooling promotion activities, GDA and INQA partners were able to report the following numbers (from 2014 until the end of 2016) on the use and distribution of GDA Orga Check:

- 720,000 GDA Orga Checks were downloaded from the website (PDF version);
- 230,000 additional GDA Orga Checks were printed to be handed out by the partners;
- 425,000 clicks on the online version were registered;
- 80,000 online versions were completed.

Unfortunately, there are no numbers published yet by the GDA partners on the use per company size. The reason is that the work programme is still ongoing. However, the numbers indicate an outreach that is unique compared with other instruments. Partners also confirmed that the acceptance of the instrument in MSEs was significant.

GDA Orga Check and 'Check Guter Mittelstand' were repeatedly recommended by OSH experts and good practice providers in interviews conducted in the course of the project as good examples for ready-to-use tools that help companies to improve their OSH organisation.

Based on the 'Check Guter Mittelstand' the other checks described above were developed. In 2014, the final report of the development of these checks was published, which also comprises an evaluation focusing on the 'Check Personalführung'[33].

In the evaluation report, it was stated that in the short time frame of only about five months between publication of the tool 'Check Personalführung' and the evaluation, the coverage of the tool was good as a result of the use of pre-established networks. Especially the nationwide network of the 'Offensive Mittelstand' supported the success of the tool. In the beginning, 3,000 versions of the 'Check Personalführung' were printed, but they were distributed after a short while. The use of the homepage in the starting phase of the tool is described in Table 32.1.

Table 32.1. User statistics from www.inqa-check-personalfuehrung.de

Time span	Page impressions	Visits
September 2013-January 2014	107,335	42,559

Based on these data, it can be assumed that more than 40,000 persons accessed the checklist online between September 2013 and January 2014 only. As the instrument is designed to be used by the companies it is not possible to get exact figures on the actual use by size class. However, a survey of 63 OSH consultants showed that they also integrated the instrument in their work and that they used the check for guidance of 112 companies in total during the first nine months after the launch of the instrument[34].

Furthermore, in another survey, nine companies that conducted the 'Check Personalführung' were interviewed[35]. The companies had between 16 and 83 employees (on average 45 employees) and the

[33] http://www.inqa.de/SharedDocs/PDFs/DE/Projekte/demo-offensiv.pdf?__blob=publicationFile
[34] https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/demo_offensiv/Anlage18.pdf
[35] https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/INQAcheck_Personalfuehrung_Praxistest.pdf

interviewees regarded the quality of the tool as high because it is easily understandable. Some preferred the use of the online tool to the printed version, because it comprises more information on practical advice that appears when a demand for action was detected. In the survey, 79 OSH consultants were interviewed, the majority of them regarded the Check as very good and more than 90 % stated that they would recommend the use of the tool to others. They also emphasised that it is easily comprehensible, includes all relevant topics and that there is a good structure of the check.

Even though the evaluation mainly focuses on one of the Checks (Personalführung), it can be concluded that the acceptance among companies and OSH consultants is high also for the other Checks because they are similarly structured and thus comparable. However, at least some of the checks seems to reach out more to SMEs and less effectively to micro companies.

'AKKu — work ability in MSEs' is another example for a recent project (2013-2016) supported by the network. 'AKKu' displays the relevance of the INQA-checks for MSEs. The scope of the project was to collect, adapt and further develop existing instruments in a way that they would better fit the needs of MSEs. In the focus of the project have been companies of 15 or fewer workers, as there was perceived an advanced level of vulnerability in comparison with their larger competitors. The project had two main goals. The first one was to explore how to contact and access MSEs for better intervention. The second was to develop and test a toolbox of instruments that meets the need of MSEs.

The project included a train-the-trainer approach. In 10 training sessions, a total of 120 multipliers were instructed. These multipliers then mainstreamed and tested the AKKu toolbox in 360 MSEs. The so-established multiplier network also aims to assure the success of the project in the longer term and to offer a consultancy service to those companies that would like to make use of such services.

When selecting instruments, the idea was to identify and select only instruments that are most likely to be accepted by owners and managers of micro enterprises. The feedback and the involvement of the workers were appreciated and integral part of AKKu.

A newly developed Work Ability Check was tested in the companies, but also instruments from the INQA portfolio such as Orga Check, Check Human Resources Management and Check Mental Health. In an evaluation study on which instruments were used, the Check Mental Health and the Check Human Resources Management were among the most popular.

- **Learning from weaknesses and failures**

All Checks presented serve as self-assessment checks for companies that want to improve their organisation and processes. In addition, the checks are applicable for MSEs that lack an organisational structure and need tools that offer basic instructions. There are some indicators for the outreach of the instruments. However, at least some the Checks seem to reach out more to SMEs companies and less effectively to micro companies. In the future, more effort should be put in measuring the concrete use and acceptance of instruments in companies, especially in MSEs.

The tools can not only be treated as standalone instrument, but can also serve as a start or complement to structure the processes. To stronger promote the INQA tools, the cooperation with the GDA partners can be very helpful. The GDA Orga Check is an instrument that perfectly complements the more sophisticated instruments of Offensive Mittelstand. It is also strongly supported by partners who have access to the companies. It can be a door opener for mainstreaming further instruments into the companies. The GDA partners also profited from the well-established network when it came to promoting the instrument and the supporting activities. It seems that for both partners, GDA and INQA, the collaboration creates a win–win situation.

It needs to be mentioned that the Checks cannot be used as the only organisational instrument for all companies. Especially smaller companies that lack organisational structures might use the tools to start considering these topics, but there might still be need for external consultancy. The evaluation of the 'Check — Personalführung' has shown that the INQA checks can serve as instrument for OSH consultants in order to assess the current situation of the company. These services should be low cost as many MSEs are reluctant to make investments in OSH services. One key could be to more strongly involve regular OSH services in bringing the instruments to MSEs or to think about effective incentive measures.

- **The future of the good example**

Offensive Guter Mittelstand, INQA and GDA are ongoing activities. The activities are broadly supported by institutional OSH and social partners. The presented tools will be improved and adapted to the changing labour market and its demands. 'Check Guter Mittelstand' has already been updated once (in 2016) and relaunched in a second edition. Out of the experiences made so far it can be assumed that there will be a consistent development of all tools by acknowledging evaluations and expanding the strength of the tools (e.g. comprehensibility, low entry barriers). Another focus is the marketing of the tools by using already existing structures of the INQA networks in order to reach even more companies.

It seems that for both partners, GDA and INQA/Offensive Mittelstand, the collaboration creates a win–win situation that helps to even more strongly promote the tools in the future and to open the door to more companies.

- **Conclusions**

The INQA tools offer an opportunity for MSEs to initiate OSH organisation as part of their overall management. Positive features of the tools are the low entry barrier and that they are free of charge, have a good comprehensibility and are easily accessible online (also as an app) or in a print version. Especially in the online version the demands for actions are easily visible because the topics appear in red (when the demand is urgent) or yellow, rather than green. Therefore, managers and consultants get a quick overview of relevant topics and especially on what to improve.

Another benefit of the tool, in addition to the high quality, is the way it was distributed: The INQA network is well-known and they already established communication structures with other institutions and stakeholders that have access to MSEs (e.g. the statutory accident insurances). These stakeholders are able to distribute the tools and therefore the coverage of the tools is good.

The tools work for all sectors, but might cause more problems for companies that lack organisational structures and which are at the start of the process. For those, the tool can facilitate the process of implementing OSH-related measures, but there might still be the necessity to receive external support. One key could be to more strongly involve regular OSH services in bringing the instruments to MSEs or to think about effective incentive measures. Companies (and especially their managers/owners) who already have OSH knowledge and organisation in place can use the check to re-consider their situation.

- **Transferability of the results**

As the tools are applicable for all sectors there is already a high transferability.

- **References, key literature, web pages and so on**

http://www.inqa.de/DE/Angebote/Vernetzung/inhalt.html

http://www.inqa.de/SharedDocs/PDFs/DE/Projekte/demo-offensiv.pdf?__blob=publicationFile

https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/demo_offensiv/Anlage18.pdf

http://www.inqa.de/DE/Mitmachen-Die-Initiative/Unser-Netzwerk/Partnernetzwerke/Netzwerke/offensive-mittelstand.html

http://www.inqa.de/SharedDocs/PDFs/DE/Publikationen/check-personalfuehrung.pdf?__blob=publicationFile

http://www.inqa.de/SharedDocs/PDFs/DE/Publikationen/check-mittelstand.pdf?__blob=publicationFile

http://www.inqa.de/SharedDocs/PDFs/DE/Publikationen/check-wissen-kompetenz.pdf?__blob=publicationFile

http://www.offensive-mittelstand.de/offensive-mittelstand/unsere-struktur/

http://www.inqa.de/SharedDocs/PDFs/DE/Projekte/demo-offensiv.pdf?__blob=publicationFile

http://www.gda-portal.de/de/pdf/GDA-Dachevaluation_Abschlussbericht.pdf

Interviews with experts regarding WP3 — task 2.

▪ Good example 33. SOBANE and the Déparis guide — tools to support participatory risk management - Belgium

Laurianne Terlinden and Monique Ramioul, Research Institute for Work and Society, Katholieke Universiteit Leuven (HIVA-KU Leuven).

▪ Background

OSH is often seen by companies as a set of legislation and obligations imposed on them. While enterprises are often aware of occupational risks, moving on towards action is often difficult. Hence, the SOBANE risk management strategy has been developed to support companies to set up an effective and sustainable risks prevention strategy. Déparis guides have been developed as part of this strategy, for the participatory screening of the risks.

This example was initiated by the Belgian Ministry of Labour in 2002. The research project to develop the tool was directed by two research teams: the Unit Labour Hygiene and Physiology (University Catholique de Louvain) and the Service Research and Development of the external prevention service IDEWE. Furthermore, five external prevention services helped to elaborate the tool. The project was funded by the Ministry of Labour and the European Social Fund.

▪ Target group

The tool is especially directed and adapted to MSEs, taking into account the limited means and competences available in these companies.

Table 33.1. An overview of the sectors for which sector-specific guides are developed

Level of education Business	Low (no) demands for education	Vocational training	Higher education	Complex
Manufacturing		Wood industry Electricity Car repair Printing houses		
Construction		Construction Rope access technicians On-call technicians		
Wholesale and retail trade; repair of motor vehicles and motorcycles	Logistics			
Accommodation and food service	Supermarkets	Cafeterias Restaurants Bakeries Butcher		

Level of education Business	Low (no) demands for education	Vocational training	Higher education	Complex
Administrative and support service activities (incl. cleaning)	Call centres Cleaning Chambermaid Dry cleaning Gardener			Tertiary sector Banks
Education			Education	
Human health and social work activities	Child care Home help			Health Rest homes
Arts, entertainment and recreation		Recreational and sportive centres		
Other services activities	Sheltered workshops Prisons	Beauty care	Teleworking	Laboratories (chemical and biological)

The sectors reached by these tools are — as illustrated in Table 33.1 — very diverse (32 sector guides available in 2016). Still, it mainly concerns sectors with vocational training or low demands for education.

- **Description of good example**

SOBANE has been developed especially for MSEs, based on the idea that a tool developed for MSEs can easily be adapted and used in larger companies, but the contrary does not apply. It is a strategy of dynamic risk prevention including four levels of intervention: screening, observation, analysis and expertise. The first level, *screening*, aims to identify obvious problems and immediate solutions. The remaining problems and risks will be further investigated in the *observation* phase in order to design adequate solutions. When the two first levels are not sufficient to bring back the risk to an acceptable level, the *analysis* of the risk and its components with the assistance of an external OSH practitioner are required. The last level, *expertise*, concerns complex situations that require specific measurements. The strategy does thus emphasise a horizontal (holistic) approach, looking at the whole work situation in a preventive way, instead of treating problems one by one when they arrive (vertical approach).

The Déparis guide was developed for the *screening* level. During a two-hour meeting involving workers (approximately four participants per meeting in MSEs), problems in the work situation are discussed and solutions are proposed. The different sections of the guide help to lead the meeting and to guide the discussion. The content of these sections has been adapted for different sectors and jobs. In 2016, a general guide and 32 sectors-specific Déparis guides were published and made available online for free. Large enterprises can also use different guides, given the diversity of jobs present in the company (e.g. the guides for the cafeteria and cleaning will also be useful in addition to the guide for the main activity). Indeed, Déparis guides can be used as such or adapted by the enterprises themselves to their context. As the interviews about this tool reveal, it 'lives by itself', as companies acquire the tool, adapt it to their needs and use it their way.

Déparis guides include 18 themes to be discussed during the meetings, which represent 18 facets of the work situations:

1. premises and working areas
2. work organisation
10. noise
11. chemical and biological risks

3. occupational accidents
4. electricity, fire and explosions
5. controls and signals
6. material, tools and machines
7. work postures
8. efforts and handling situations
9. lighting
12. thermal environments
13. vibrations
14. autonomy and personal responsibilities
15. work content
16. time constraints
17. employment relationships
18. psychosocial environment

Each theme includes (1) the detailed content to be discussed about the theme; (2) the actions to be taken: 'who can do what concretely and when?' (generally within one month so as not to lose credibility towards workers); (3) the aspects which need to be studied more in details; and (4) a general assessment of the theme: ☺ 😐 ☹. The 18 themes and their detailed content are adapted to each sector or activity.

In the framework of the SOBANE-strategy, tools were also developed for the *observation* level, in the form of brochures, which also include helpful tools for the *analysis*. These brochures have been published for 15 fields of risks: social facilities, machines and hand tools, safety (accidents, falls, slips), electric risks, explosion or fire hazards, work with visual display units (VDUs), MSDs, lighting, noise, thermal environment, dangerous chemicals, biological agents, whole body vibration, hand-arm vibration and psychosocial risks.

MSEs will especially gain advantages from using this approach, as the number of workgroup meetings will be rather limited, compared with larger enterprises where a higher number of meetings will be necessary, which can be discouraging and lead the company to instead choose a quantitative risk management approach.

The brochure about the SOBANE-strategy and the Déparis tools can be downloaded or ordered online for free. The cost of this participative approach has to be calculated in person-hours. It includes:

- the preparation of the intervention or the action;
- the necessary time to convince management to start the process;
- the necessary time to convince employees to participate to the process;
- the technical preparation of the meeting;
- the meeting itself: about two hours for three to seven persons;
- following the meeting: reporting on the results.

Regarding the cost of prevention measures themselves, an estimation of this cost is estimated for each prevention measure: from zero (no cost) to thousands of euros (requires investment, which could be done on a longer term). These costs will be paid by the company itself.

Given the intensity of the process, compromises can be made at the different levels. First of all, regarding the concrete organisation of the first working group, the limited availability of workers during working hours and the (im)possibility to pay overtime can lead to compromises, limiting the number of participants in the first working group meeting to one, two or three persons, as long as they represent the different partners present in the company. The duration of the meeting can also be shortened, focusing on solutions instead of facts (problems) that are already known. If no workers' participation is possible at all, workers' consultation (by the owner-manager or the prevention-adviser) can be considered, hoping that the results will raise workers and management's interest for a more participative approach.

Secondly, a second meeting of the working group to present and discuss the results of the first meeting is sometimes difficult to organise. In such a case, results can be presented orally or in writing, asking participants' feedback on it.

Finally, regarding the content of the guides; it can be adapted by the facilitator (owner-manager or prevention adviser). However, this is a very critical step and attention must be particularly paid to not bias the guide by eliminating aspects that are actually critical in the organisation.

- **Results and evidence of impact**

The validation of the tool by the research team occurred in two steps. First in 2003, through the validation of the general Déparis guide as well as of 14 observation and analysis guides in 39 enterprises, involving more than 800 workers. The second evaluation occurred in 2005, to validate the sector guides in nine sectors. In total, 38 enterprises (of which 13 were MSEs) and some 1,000 workers were involved. In addition to the low cost and user-friendliness of the tool, which can easily be adapted to any work situation, these operational validations also revealed that the direct participation of workers leads to a dynamic OSH management (including not only traditional risks, but also other aspects that influence workers' well-being) and a higher chance of success, as the solutions come from the workgroup (with both workers and management) and clearly (re)allocated the roles and responsibilities regarding OSH.

Participation also modifies the image workers have of themselves within the company, leading to a feeling of higher control on the working environment, of better understanding of the way their work is integrated in the company and of a higher self-esteem due to the fact they have been heard and listened to. Hence, social relations are also improved by the process. This includes better communication between workers and the management, but also a better collaboration between workers. However, such a participative tool asks much commitment and can be difficult to organise for the first time.

In 2009, the effectiveness of the tool is worked out by looking at the evolution of the accident frequency and severity rates in 41 companies between 2007 and 2009. A clear decrease was also observed for the average accident frequency rate (from 21.0 in 2007 to 16.5 in 2009) and for the average accident severity rate (from 0.45 in 2007 to 0.32 in 2009). However, there is no further information about the 41 companies, for example the size of the companies.

The dissemination of the tool takes place during the practical workshops SOBANE organised by the Ministry of Labour, which has been taking place six times a year since 2004, gathering prevention advisors, human resources managers, managers of MSEs, and so on, as well as the complementary seminars with examples from SOBANE-users (six half days in 2006 and 2007). More than 10 years after launching the workshops, the sessions are still full. In total, between 6,000 and 7,000 participants have taken part in one of these sessions. The tool is also taught in trainings for prevention advisors (levels 1, 2 and 3) and many theses are written based on the Déparis guides. Finally, the tool is also presented at various occasions: European seminars, inter-provincial congresses and so on.

As mentioned above, the tool is free to use and companies using it are not required to register. In addition to ad hoc feedback, which is directly received by the Ministry of Labour or other prevention actors but not systematically registered, there is no information about companies having used the tool and what they have achieved.

- **Learning from weaknesses and failures**

This tool seems to mainly reach companies that are willing to invest time in a qualitative approach to assess their risks and to tackle them. Those that want to comply with the minimum requirements regarding risk prevention without spending too much time and human resources on it, probably do not envisage this strategy of dynamic risk prevention. While the tools have been especially developed for MSEs that do not have the internal OSH knowledge to help them develop a prevention strategy, medium-sized companies are more willing to take the necessary time to follow the SOBANE-strategy. Owner-managers of smaller companies will less easily make time for it.

Furthermore, the four intervention levels of the SOBANE-strategy (screening, observation, analysis and expertise) can be experienced as redundant for some companies. However, these four levels are not required for all problems. A comparison is made with health problems: everyone must be able to manage simple health problems (*screening*). For persistent problems, a general practitioner will be consulted (*observation*). In some case, the general practitioner will refer to a specialist (*analysis*), and only in some exceptional cases, a university expert will be required (*expertise*).

Some people can also miss quantified data to classify the risks according to their gravity. With SOBANE, this is compensated by a qualitative approach involving workers concerned by the risks, which can evaluate the priority of each preventive action. Furthermore, there is a fear that the participative approach will lead to a build-up of claims. However, the Déparis guides are rather 'solution-oriented',

encouraging a constructive discussion on the way the work situation can be reviewed to be better for the workers (well-being) and for the company (economic well-being).

Finally, the SOBANE-strategy and Déparis guides being extensively described in sector-specific brochures in two of the Belgian national languages (Dutch and French), one can expect that companies owned by immigrants, who, for example, do not easily read the language, will be less willing to use the tool. This problem has been partly tackled by translating the general Déparis guide into Arabic, Chinese, English, German, Italian, Portuguese, Spanish and Turkish, but this may not be sufficient to reach and convince everyone.

- **The future of the good example**

The tool continues to be the subject of workshops and conferences, and to be taught to future prevention advisors. Brochures and sector-guides are distributed at the different OSH events organised by the Belgian Ministry of Labour. It is not out of the question that new sector guides will be developed to complete the 32 existing ones.

- **Conclusions**

SOBANE and more precisely the Déparis guides are a well-known and widespread tool in Belgium. It does indeed offer a good basis for a qualitative risk prevention and can easily be adapted to different work situations. The sector guides take the singularity of the sectors into account and include the activity-related risks, easily recognisable by participants. The concrete approach of the guide, taking participants of the workshops to define clear prevention actions mentioning who does what and when, helps define a dynamic and participative risk management. Unlike other strategies, which treat problems one by one when they arise, the SOBANE-strategy looks at the whole picture in order to prevent possible risks. Finally, the tool is adapted to MSEs, as it does not ask much financial means (in addition to the necessary time for the workgroups) and OSH knowledge in addition to the knowledge of the work situation, the rest being detailed in the guide.

- **Transferability of the results**

The tool has already been presented in several countries (inside and outside Europe) and the general Déparis guide has been translated into Arabic, Chinese, English, German, Italian, Portuguese, Spanish and Turkish. There is, however, no information available about the way it has been adopted and integrated in other countries (outside Belgium).

The transferability to other sectors is also easy to make, as it has already been proven by the different sector-specific Déparis guides that have been published. Several companies also adapted it to their own context, making it ‘live a life of its own’.

- **References, key literature, web pages and so on**

- Interview with the main researcher for the tool development, currently working at the Ministry of Labour and following up the tool.
- Communication with Professor J. Malchaire, who directed the project from 2002 to 2007.
- Website of Professor J. Malchaire: http://www.deparisnet.be/
- General Guide http://www.emploi.belgique.be/publicationDefault.aspx?id=4212
- Sector-specific guides: http://www.emploi.belgique.be/publicationDefault.aspx?id=26752#AutoAncher5

Good example 34. Checklists for sectors — support in risk identification, selection of control measures and making an action plan - Sweden

Ann-Beth Antonsson, IVL Swedish Environmental Research Institute.

Background

The development of the checklists started in Sweden in the mid-1980s. IVL Swedish Environmental Research Institute was responsible for a research project aimed at developing methods to improve OSH in small companies. One method developed, tested and evaluated was sector-specific checklists. Three sector-specific checklists and one general checklist were developed. These were published by the Swedish Work Environment Fund (Arbetsmiljöfonden), which, after a few years, passed over the checklists to an organisation jointly owned by the employers' organisation and trade unions for the private sector. This organisation, now called Prevent, is still responsible for the checklists.

In the past 20 years, new checklists have been produced for new sectors. Most of the checklists were produced by IVL, but gradually checklists have also been produced by other actors. Now there are about 100 checklists. Most of them are for sectors, but there are also checklists for different topics, for example organisational and social aspects of the working environment.

All checklists have been developed in cooperation with the social partners of the sector. The decision to make a checklist for a sector has always been taken together with these social partners.

The initial project was funded by the Swedish Work Environment Fund. After that, the funding has come from AFA Insurance. In total, it is estimated that the accumulated budget for the checklists is well over SEK 15 million (more than EUR 1.5 million). The exact cost is difficult to calculate, as several funding bodies have been involved and the work has been divided among many projects for the development of new checklists, revision of existing checklists and Prevent's continuous work with the administration of the checklists, including costs for the web.

Target groups

The checklists have been developed to suit small companies, defined as companies with fewer than 50 employees. In the Swedish context, this kind of company is not required to have a safety committee. There is no lower limit on the size or number of employees for usage of the checklist, but it can be assumed that micro companies do not use checklists to the same extent as small companies with more than 10 employees do.

Sectors for which checklists have been developed have been selected based on an evaluation aimed at sectors with substantial OSH risks. Sectors for which checklists are available are plotted in Table 34.1, which show which kind of business the sector belongs to and the educational level in the sector.

Table 34.1. An overview of the sectors for which checklists have been developed and published

Level of education Business	Low (no) demands for education	Vocational training	Higher education	Complex (varying educational demands on employees in the business)
Agriculture, forestry, fishing		Forestry		Farming
Manufacturing		Bakery Butcher Carpentry Electroplating industry Foundry Printing works Plastics industry Sawmill Welding	Dental laboratory	Chemico-technical industry
Construction		Heating and sanitation Painting Sheet-metal works Welding		Construction work (e.g. transport)
Wholesale and retail trade; repair of motor vehicles and motorcycles		Wholesale and retail trade	Pharmacies	
Transporting and storage		Professional driver (taxi, lorry, bus)		Port
Accommodation and food service		Restaurant and institutional kitchen		
Administrative and support service activities (incl. cleaning)	Cleaning			Guarding companies (watchmen) Office
Education			Preschool	
Human health and social work activities		Home-help service Geriatric care	Ambulances Dental care Medical laboratories Surgery	
Arts, entertainment and recreation				Dramatic art Work with horses
Other services activities				Staffing companies

Checklists are mainly available for sectors with workers with mainly vocational training. Most of the companies with mixed levels of education (last column in the table) mainly have employees with vocational training or no vocational training (e.g. common in staffing companies and in ports). This domination of sectors characterised by a lot of manual work is what could be expected, as the sectors have been selected on the basis of existing risks. Sectors in which manual work dominates and where machines are used for the production processes often require employees with vocational training. The work in these sectors often involves being exposed to several different kinds of occupational risks. Common risks in the sectors are, for example, risks of accidents associated with machines, heavy or repetitive work, exposure to chemicals and noise and so on. These kinds of risks are rarely present in white collar jobs, many of which require higher education for example university education.

The sectors in Table 34.1 often have a low level of administrative and bureaucratic systems, though in several of them the ISO systems have been introduced, often as a result of demands from business clients (B2B). Hence, knowledge about OSH cannot be effectively distributed through that kind of administrative system, for example through routines described in a management system. Instead it must be integrated in the work practice, including the use of equipment, tools, machinery and work technique.

Companies in some of the sectors work on the premises of their clients, for example cleaning companies, home-help service and construction. For companies operating in these sectors, the possibility to control the working environment is limited, as the clients often decide about the workplace including the premises. In the construction sector, the worksite is continuously changing. Most of the other sectors in Table 34.1, however, work on their own premises and have stationary workplaces.

Most of the sectors have other businesses as their clients. For the B2B companies, demands from the clients may concern OSH. Demands for ISO certification for environmental and quality management systems are common. OSH demands are less common, however, and if there are OSH demands, they are often scattered and not very detailed. In the Swedish context, it is common to pose environmental demands in procurement. OSH demands are, however, still not very common even though an increasing use of OSH demands can be seen. In the environmental context, procurement demands for certain products and services have been developed and are used nationwide. Such OSH demands are, however, still rare.

For several of the sectors there are vulnerabilities that need to be considered, for example competition from the informal economy for the cleaning companies. Several manufacturing companies producing products that can easily be imported at a low price, experience tough competition from other countries. These vulnerabilities as well as limited decision latitude are sometimes reflected in the checklists, as the control measures asked for have been selected to be not only relevant and effective, but also practicable with regard to what is usually possible in the sector. For example, a demand for using installed ventilation is not possible to pose in a checklist for welding at temporary workplaces.

The companies using checklists are often informed about the checklists by RSRs or by inspectors from SWEA, when visiting the company. For those companies interested in more proactive work with the working environment, the checklists are easily found, often ranking high in the Google search for sector in combination with OSH.

On account of a high affiliation also among MSEs with employers' organisations and trade unions, a large proportion of the target group is informed about the checklists. However, the checklists are not used by all those who are informed about them. There is no information available about the companies using the checklists and what characteristics that have been decisive for using or not using checklists. Companies not reached through the channels described above are mainly companies without any affiliation to employers' organisations or trade unions. The degree of affiliation decreases with decreasing company size.

The companies not using checklists are probably those who have no personal contact with the RSRs or inspectors from SWEA. In addition, there are, of course, inspectors and RSRs who do not promote the checklists.

- **Description of the good example**

The aim of the checklists is to provide a basis for MSEs to identify risks in their working environment and make up an action plan, which is required according to the Swedish regulation on Systematic Work Environment Management, AFS 2001:1. The checklists include instructions on how to use the checklists as a support to safety rounds where both managers and safety representatives or employees participate. In this way, the checklists contribute to informed discussions between those mainly concerned with and who have direct knowledge about the workplace and its working environment. Other instructions are:

- Adapt the checklists to the conditions at the workplace. Delete questions that do not fit and add questions if you want to.
- Use the checklist regularly, for example twice a year.
- Do follow-ups and check that what has been written as an action plan is also carried through.

The incentives to use checklists are mainly that they provide a shortcut for companies in fulfilling the demands in the regulation. Using a checklist is easy and fast. In addition, the use of checklists is often initiated after a visit from an inspector or RSR, who has been able to present the checklist and motivate the use of it. The checklists are offered free of charge as a tool that can be used voluntarily to check that the company knows about risks and is in control of them.

All relevant aspects of the physical working environment are covered by the checklists. A general checklist is available, covering topics that are relevant to most companies, regardless of sector. This checklist is complemented with sector checklists dealing with sector-specific problems. The questions included are based on the existing regulation, but also on a general risk assessment of risks that are common in the sector with the questions designed to reflect good practice within the sector. To assess the risks, the sectors are usually well-defined with similar types of machines and processes.

The questions in the checklists ask for control measures that ought to be in place, reflecting good practice in the sector on a detailed level, for example protective devices and process ventilation on a circular saw. The selection of control measures are based on the risk assessment and on good practice. If possible, several options for control measures are presented, in order to make companies choose the one that fits best to the prevalent conditions. Questions are also asked about common problems in the sector, without including information about the control measures, but mainly if the control measures are easy to find and obvious. In this way, the checklist serves as a guide to good OSH practice in the sector, not only as a tool to identify risks.

In addition to most of the questions in the checklist that deal with concrete good practice, some questions concern routines. As many MSEs are not used to making up a lot of routines, these questions are limited to routines that are easily and correctly understood by MSEs and which are practicable to implement. For example, questions are not asked if routines for risk assessments exist, as many MSEs have difficulties understanding what risk assessment is about. Instead, most questions concern the concrete risks present in the sector and if they are controlled.

The checklists have been developed to be easily understood and used by MSEs. Apart from the focus on good practice, the checklists' outlines have been adapted to MSEs' perspectives on their workplaces, often following the process in the company, starting with incoming raw material and storage, production, finishing treatment, storing of ready-made products and delivery. For some sectors, especially those where the work is done at temporary workplaces, this outline does not work. For these sectors other outlines are applied, as for example for welding at temporary workplaces, the checklists reflects the work-process and different areas of responsibility instead of the work-flow through the premises, for example the welder, the welder's OSH competence, managers, the welding site and the routines that need to be in place.

Every section in the checklists ends with an open question: Anything else? or Any other problems? This provides an opportunity to raise questions that are not in the checklist.

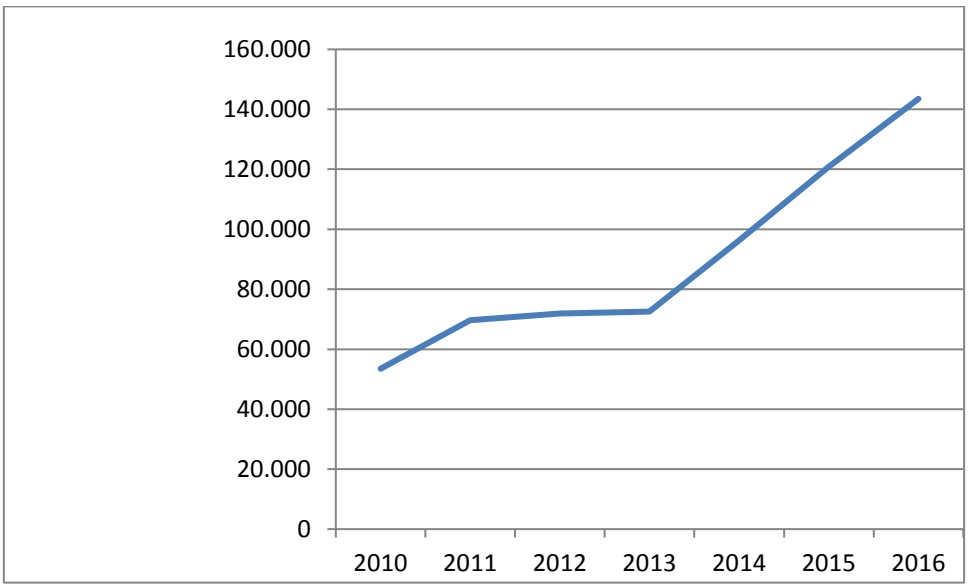
When using the checklists, the questions are answered with 'yes' or 'no'. If there is an answer in the right column (regardless of whether it is 'yes' or 'no'), some kind of potential problem has been identified. Then the following boxes have to be filled in with what should be done, who should do it and when it should be ready. When the checklist is filled in, it also serves as an action plan. In parallel with increased regulatory demands for risk assessments, an option to mark certain risks as severe or to grade the risks has been introduced in the checklists.

The checklists have been disseminated through several parallel channels such as SWEA, the RSRs and the social partners as described above. In addition, Prevent (an OSH body jointly owned by the social partners of the private sector) has published all the checklists on the web and included them in an e-tool 'Regelbanken'. Labour inspectors often inform MSEs about the checklists when inspecting them and there are links on SWEA's website to the checklists. The RSRs often inform companies about checklists suitable for the particular company when visiting MSEs. RSRs have a high coverage compared with other Swedish actors of visiting their MSEs (where there are members in their trade unions), for example once every couple of years. The authorities' inspections are less frequent (in the order of once per 20 years), though sectors with high risks are inspected more frequently and low risk sectors are even more seldom. In addition, the social partners may inform their members of the checklists and often they have links on their websites to the checklists.

- **Results and evidence of impact**

Between 1993 and 1996, 128,569 checklists were sold. During these years, fewer than 10 checklists were available. After that, the checklists have been published on the web without any cost or charge. The web page with the checklists is the web page at Prevent's website, which steadily has the highest numbers of visitors (http://www.prevent.se/arbetsmiljoarbete/systematiskt-arbetsmiljoarbete/checklistor/). In Figure 34.1, the total number of downloaded checklists during the last years is shown. The figures for 2016 show downloads until 31 October 2016. As can be seen, downloads have steadily increased during the last seven years.

Figure 34.1. Total number of downloaded checklists for all sectors from 2010 to 2016.



There have been several evaluations of the checklists over the years.

A web-enquiry was made in order to find out who were using the checklists. The results are shown in Table 34.2. Even if this enquiry shows safety representatives to be the largest user group, it can be assumed that the checklists are often used by managers and safety representatives together, regardless of who downloaded the checklist, as this is in line with the Swedish way of working with OSH, which was also reflected in the interviews with Swedish MSEs conducted as part of the SESAME project.

Table 34.2. Who uses the checklists? Results from a web enquiry with about 200 respondents. Source: Prevent 2016

Safety representatives	35 %	46 %
New safety representative	11 %	
OSH expert	20 %	
HR staff	16 %	
Manager	11 %	18 %
New manager	7 %	

Development of the checklists was part of a research project in the mid-1980s and an evaluation of the checklists was included in the project (Antonsson et al., 1989). The evaluation showed that the checklists were used in one-third of the 24 small companies voluntarily participating in the three-year project. These companies had personal support from RSRs or safety engineers at occupational health service providers. One-third of the companies wanted to work with OSH and use the checklists but on account of different kinds of inhibiting factors (ranging from poor economic circumstances and changes in management to problems encountered when finding asbestos in the premises and having to focus on solving that acute problem), they did not manage to prioritise other OSH issues. The remaining third of the enterprises had no personal support regarding OSH and hence they did not manage to get started working with OSH and they did not use the checklists. The conclusion of the project was that personal support in combination with checklists that can be used at the workplaces and by managers and safety representatives is a good basis for MSEs OSH management. However, other factors such as internal and external inhibiting factors may hamper the work with OSH management, including the use of checklists.

In this evaluation, a study was made to assess to what extent the checklists resulted in OSH improvements. In interviews, the participating companies described what improvements they had made after using the checklists. When comparing the measures described by the companies with the questions in the checklists, several of the measures were not mentioned in the checklist. Thus, it was concluded that the checklists stimulated the discussion between managers and safety representatives/employees and in that discussion other problems were also discussed and resolved.

An evaluation of the checklist project was also commissioned by AFA insurance in 2009 as part of an evaluation of the funding of OSH research. This evaluation (which is not public) shows that the checklists are appreciated and improve OSH conditions. Hence, AFA has continued to support the production of checklists.

In 2009, a research project was carried out by the checklist author, together with colleagues not involved in the checklists, aimed at evaluating six different methods for chemical risk assessment (Antonsson et al., 2009). One method evaluated was checklists, one for the printing industry and one for the electroplating industry. The method that turned out to be the best, considering usability in combination with quality in the risk assessment, was the checklists. The other methods evaluated were:

- Engaging an occupational health service provider to support in the chemical risk assessment. This method usually also gives good results, but was considered so expensive that most small companies did not engage experts.
- A method based on (1) the identification of risks, (2) the evaluation of risks and (3) the prioritisation of and decision about control measures. This method was described in a short brochure. Few companies used this method and those who used it identified very few risks. When the risks were assessed, the risks were often underestimated, indicating poor quality in the outcome of this tool. This kind of tool requires a higher OSH competence than available in MSEs to give a result holding good quality.

- Another method tested was short checklists, which were an extract of questions about chemical risks from the checklists. The short checklists were only used by a few companies. The companies not using the short checklists actually did not want to split up the risk assessment of the working environment in small bits and pieces, but rather preferred a more holistic view on OSH and a tool that helped them to deal with the entire working environment, which they perceived to be a more efficient way of dealing with OSH.
- A book about chemical risk management. The book is a guideline to the Swedish working environment regulations on chemicals. This book was only used by one company (out of 19) and after reading the book, it was still difficult to understand what measures needed to be taken. After reading the book, the owner-manager said 'I still do not know what to do about our chemicals.' The interpretation is that MSEs have difficulties reading and using long and partly abstract information about chemical risk management and most of them do not have the time to read this kind of information. Instead, they want to know more concretely what to do.
- In the evaluation, the most appreciated method was to work according to one's own ideas based on own experiences, without any guiding tools or methods. However, though appreciated, this method usually resulted in poor quality risk assessments even if one company had developed good methods and a good tool.

The evaluation showed that some factors were considered especially important by small companies when choosing to use an OSH tool. If a tool is be used and the usage gives a good quality result, it is advantageous if the following criteria are fulfilled:

- The company can choose a method that suits them and adapt the method to their workplace. What methods suit the individual company depends on previous experiences, competence, available support and so on.
- The tool needs to be fast to use, easy to understand and preferably also be self-documenting.
- The tool is specifically adapted to the sector.
- The tool should provide suggestions on concrete control measures.
- A holistic tool, covering the entire working environment and maybe also environmental issues is preferred by small companies (Antonsson et al., 2009).

The checklists fulfil these demands.

In studies of OSH and OSH management in MSEs, checklists have been mentioned by MSEs as a tool that they use and which they appreciate; for example, in the study described above, several of the companies had used checklists before taking part in the project (Antonsson et al., 2009). In the interviews with MSEs in the SESAME project, checklists were mentioned as something they used by several of the interviewed MSEs. According to a work environment advisor at an employer's organisations, an advantage of the checklists is that they interpret what is required and this makes it easier to fulfil the regulations and provide detailed information about good practice (M. Nilsson, OSH expert at employers' organisation, 28 October 2016, interview).

In three Swedish workshops arranged within the SESAME project and with representatives of the main Swedish OSH stakeholders including the social partners, methods and tools improving OSH in MSES in three sectors, manufacturing, cleaning and construction, were discussed. In all three workshops, checklists were mentioned as a good support to MSEs. Checklists were described as an opportunity for MSEs to get a quick start to improving OSH. When using the checklists, the results are concrete and visible when improvements are made. They also give an idea of what OSH is about, which is good for owner-managers of MSEs, who often lack OSH training. After using the checklists, companies can continue working with OSH with other kinds of tools and support.

The key success factors that encourage MSEs to make use of checklists are:

- The checklists are adapted to the existing knowledge and understanding of OSH in MSEs, with the production process as the backbone and detailed questions about topics that the employer and employees can easily recognise.

- It is quite quick to fill in a checklist (even if some of them contain more than 100 questions) and much faster and simpler than trying to make risk assessment and action plans without any support.
- The checklists are developed together with the social partners, which gives the checklists legitimacy among the members of the employers' organisations and trade unions. In addition, this cooperation reflects that the checklists are based on what the social partners have agreed on.
- The checklists are easily available, and without charge, through Prevent's website. When googling the web for 'arbetsmiljö' (OSH) and a sector, the checklist turns up in a very high listing position.

There are limitations to the checklists. When having used the checklists several times, they may not add new information. For MSEs that already have effective OSH management, they may not contribute a lot to improvements. Checklists fit many but not all MSEs.

Sometimes it is argued that checklists are formal and only focus on filling in a form and prevents people from talking about important OSH topics that are not included in the checklists. The evaluation made when developing the checklists indicates that the checklists instead works the other way around. The checklists seem to stimulate discussions on OSH including identification of risks not mentioned in the checklists. However, how checklists work may differ between companies as well as between countries. In the Swedish context, there is a long tradition of workers and employers in small companies working close together and often in a good and open working climate. This kind of climate will probably facilitate discussions about other risks not mentioned in the checklists.

A fundamental weakness of the checklists is that there is always a risk of the user not understanding the questions and not assessing them properly. The checklists are used by many people with different backgrounds and knowledge about and understanding of OSH as well as different values as to which risks are acceptable and which are not. The design of the checklists has been made in order to, as far as possible, prevent misinterpretations and assist in arriving at the 'right' conclusions through the inclusion of questions about 'good practice' describing effective, practical and established measures to control the most common risks. Wrong judgments may, however, still occur. This risk needs to be compared with the advantage of the checklists and compared with other ways of achieving similar results. The following points can be used as a guideline in such evaluations:

- Compare the advantages of a large number of MSEs using checklists with those not using the checklists and trying to manage OSH by themselves. With the support from checklists, MSEs can identify risks and implement control measures, many of which they might not even have thought about if not using the checklists. A disadvantage is that mistakes are sometimes made, which may lead to not identifying risks (which they would probably not have identified on their own) or underestimating risks or overestimating risks and undertaking control measures that are not needed.
- Compare the number of MSEs using checklists with the number of MSEs that are possible to reach through other channels, for example inspections or by providing some kind of personal support.
- Compare the costs of the checklists (at the most about EUR 25,000 to make a new checklist) with the cost of other interventions aimed at improving OSH in a sector. Just translating and adapting a checklist to another national context is much cheaper.
- The checklists are sustainable over time. Are there other options that are sustainable and sustainable at the same cost?

- **Learning from weaknesses and failures**

There have been comments on the length of the checklists and the view has been expressed that they ought to be shortened (some checklists are up to 10 pages long). However, when discussing the checklists with the social partners, it has been difficult to shorten the checklists, as the questions included are considered relevant and important.

In the development of checklists, it has been discussed that questions that can easily be misunderstood or ones where MSEs do not have sufficient knowledge to answer the questions should not be included in the checklists. One example of such a question is 'Have you made risk assessments?' In the project about risk assessment methods (Antonsson et al., 2009), it was shown that small companies often do not understand the meaning of risk assessment and answering a question about something that is not clearly understood will, of course, result in an answer that has very little meaning. This kind of question is avoided in the checklists.

It can be discussed if checklists are useful in our changing world, with new technologies and organisational change continuously taking place. In many sectors, for example the manufacturing industry with their own premises, the situation is usually quite stable and we can see that there is not a huge need for revising the checklists. Most risks are similar over time. However, based on initiatives from the social partners, revisions are made of selected checklists.

However, there are some sectors where it is different and that is especially the case in sectors where much work performed in temporary workplaces. The checklist made, for example, for welding at temporary workplaces is quite different from the one for stationary workplaces.

Sector-specific checklists may not suit all sectors and all problems. The general checklist and a checklist about social and organisational factors (with the name 'wellbeing at work') can be used by most MSEs. In addition, these checklists point to solutions to the OSH problems identified. One problem encountered in the development of some sector checklists has been that for some OSH problems it is difficult to suggest a practicable and effective solution to the risks as a result of lack of good solutions to OSH problems. This is especially the case for sectors working at temporary workplaces such as construction where, for example, respiratory protection is recommended instead of effective ventilation, which may be difficult to arrange in a temporary workplace.

- **The future of the good example**

The checklists have continuously been updated. Usually, there are several years between updates, which has been deemed to be sufficient. Updating is initiated by the social partners who are the main stakeholders interested in and responsible for the decision about making checklists for the sector and who are also active in disseminating them.

Prevent has recently started a project aimed at developing the checklists. As a complement to sector checklists, several new checklists have been developed for special topics. There are about 60 such shorter checklists for different topics such as electrical safety, isocyanates and certain machines such as milling machines and vertical drilling machines. It has, for example, been discussed concerning the possibility to make the checklists available via apps in order to facilitate their use when walking round the premises for a safety round. There is also a discussion on how to make it easier to adapt checklists to the specific company, for example through deleting questions that are not relevant or merging questions from different checklists for companies with complex production processes. Other options that are being investigated include introducing references to the relevant working environment regulations and providing additional information to questions, explaining risks and controlling measures. Such comments have already been available for several decades for the basic checklist.

- **Conclusions**

The checklists are a sustainable example of success due to a combination of several factors; simplicity in the use of the checklists in combination with adaptation to MSEs' understanding of and perspectives on their business and their need for concrete advice on what is needed to prevent risks and create a safe and sound working environment. In addition, the checklists are self-documenting and quite fast and easy to use. This is the basis for the good usability. General risk assessments made by OSH experts and visits to several companies in the sectors are the basis for the quality of the checklists and the suggestions on control measures to control risks. The checklists are initiated, supported and promoted by the social partners, and the work environment authority often recommends them, which makes them a legitimate tool to be used in OSH management. In addition, the checklists provide a fast track to meeting the demands in OSH regulations, which is a strong incentive to use the checklists. Still, the use

of the checklists is voluntary, and it can be assumed that the checklists are mainly used by those who are motivated or have been motivated, for example through talking to a RSR or a labour inspector and by those MSEs that want to work proactively and find the checklists.

Even if checklists will not solve all OSH problems, the conclusion is that checklists serve as good support in identifying and remediating risks in many MSEs on account of:

- the very low cost;
- the potential to reach out effectively to a large proportion of the target group;
- MSEs' interest in checklists;
- the multiple experiences of checklists actually leading to OSH improvements.

- **Transferability of the results**

Checklists are used worldwide. However, evaluation of this kind of checklists in other contexts is still needed.

The good practice reflected in the checklists may at least partly reflect the technical and organisational characteristics of Sweden, which need to be considered if translating the checklists for use in other countries.

The use of checklists is based on an open and constructive dialogue between the employer/manager and the safety representative/workers. Such a dialogue may not be possible in all companies and all countries.

- **References, key literature, web pages and so on**

Checklists: http://www.prevent.se/arbetsmiljoarbete/systematiskt-arbetsmiljoarbete/checklistor/

Antonsson A-B, Alvarez E, Herlin R-M, Strehlenert H, Östlund G (2009). Hur bedömer små företag risker i arbetsmiljön? Vilka arbetssätt och arbetsmaterial är effektiva? (*How do small companies assess risk in the working environment? What tools and way of working are effective?)* IVL-rapport B 1872

Interview with Gunnar Lagerström, Prevent, 31 October 2016.

Interview with Malin Nilsson, the Association of Swedish Engineering Industries, 28 October 2016.

Antonsson, A-B, Arnberg E, Bjurström R, Sörmlandsprojektet (1989). En metod för att utveckla och förbättra arbetsmiljöarbetet i små industriföretag. IVL-rapport B926. Stockholm.

▪ Good example 35. OiRA —sector-specific Online interactive Risk Assessment for SMEs - Belgium

Laurianne Terlinden and Monique Ramioul, Research Institute for Work and Society, Katholieke Universiteit Leuven (HIVA-KU Leuven).

▪ Background

The OiRA tools have been developed following a recommendation of the European Community Strategy on Health and Safety at Work 2007-2012, which calls for the development of a simple tool to facilitate risk assessment. Given the difficulty of MSEs to set up such a risk assessment, the tool especially aims to reach this group of companies. It seeks to raise the awareness of these companies of the damages that can be caused if occupational risks are ignored, and the importance of good risk assessment. OiRA offers MSEs free online risk assessment tools, which help them to detect risks and ensure they comply with the law. The technical development of the tool happened in 2009. Since 2010, OiRA tools have been further developed and diffused into different sectors and EU countries.

EU-OSHA provides an OiRA tools generator for free to national partners (from EU Member States) who are interested in developing their own OiRA tool. Social partners, government and public institutions at national level or sector level (depending on the target group) develop the tool, taking the national and sectoral context into account. It can also happen that EU social partners from a specific sector develop a 'EU sectoral tool' based on the EU legislation, which social partners at national level are invited to adapt to their context and translate into their national language(s).

In Belgium, four sectoral tools were developed between 2013 and 2015 (hairdressing, woodworking, construction and Horeca), financed by the Belgian Federal Public Service Employment, Labour and Social Dialogue. Funding has been granted by the EU-OSHA for the development of four new sectoral tools (cleaning, bakery, horticulture and performing arts). These tools are mainly developed on request of the sectoral joint committees. A working group is set up with technical experts appointed by employers and employees from the sector, as well as experts from external prevention services and social inspectorates.

The following Member States also developed their own OiRA tools: Bulgaria, Cyprus, Czech Republic, Finland, France, Greece, Iceland, Italy, Latvia, Lithuania, Malta, the Netherlands, Portugal, Slovenia and Spain.

▪ Target groups

At the end of 2016, OiRA tools had been launched in four sectors, and were in preparation for four other sectors. These sectors are, respectively, hairdressing, woodworking, construction and Horeca, and cleaning, horticulture, bakery and performing arts. These are thus sectors with workers performing mainly manual work and vocational training. These are indeed some of the most at-risk sectors.

The Horeca sector, for instance, has difficult working conditions (night work and work on Sunday) and high personnel turn over. It does not only employ permanent workers, but also a high number of temporary workers, apprentices, trainees and students.

The construction sector is another kind of these high-risks sectors. In addition to the many physical risks linked to the job, such as working at heights, exposure to noise, vibrations and dust, the manual handling and use of dangerous products, the sector also has a particular working environment. This working environment includes working on site, subcontracting, the diversity of job profiles and activities as well as the special obligations regarding safety coordination. The social dumping that the sector is victim of also makes the sector vulnerable, as it can lead to a race to the bottom.

The traditional risks in the woodworking sector are quite similar to those in the construction sector: exposure to noise and wood dust, use of dangerous products and so on.

Finally, although hairdressers are less often mentioned as a vulnerable group regarding OSH, they also face many risks in their work: chemical exposure due to shampoos, conditioners, gels and so on; ergonomic risks due to long hours standing and repetitive movements with their hands and upper arms; but also slip and fall injuries mainly due to spray products and excess hair; electrical hazards (hair dryer) and sharp objects (scissors).

Hence, one can say from these sectors for which OiRA tools are developed that they are highly exposed to risks, which are often specific to the activity. While these risks are not always recognised as such by employers of these sectors, it is important to propose a tool that takes these specific risks into account.

- **Description of the good example**

Belgian OiRA tools are developed on request of the sectoral joint committees. A working group is set up with technical experts appointed by employers and employees from the sector, as well as experts from external prevention services and from the education and social inspectorates. This working group defines the content of the tool, based on existing information and instruments in Belgium and abroad as well as on the sector collective labour agreement regarding risk prevention (in the hairdressing sector, for example). This content is translated in risks based on recognisable situations. It is tested by some MSEs from the sector to receive feedback and bring the necessary modifications. The final tool is validated by the Joint Committee. The accessibility of the tool is increased by this way of working, as it takes both the national and sectoral contexts into account, so that companies (and especially MSEs) recognise themselves in the situations that are presented.

OiRA tools operate in a five-step approach:

1. Preparation: introduction of the risk assessment, informing that the owner-manager is the best indicated person to fill in the tool, with the contribution of some colleagues;
2. Identification of the hazards/problems: the user goes through the list including a short (illustrated) explanation of the risk and some ways to prevent it, and answers ‘Yes’ or ‘No’;
3. Evaluation of the risk for each problem/hazard spotted;
4. Action plan with measures to tackle the stated risks by means of a list with standardised measures, with the possibility for the user to fill in this part themselves;
5. Report based on the action plan, to be downloaded and printed.

Each OiRA tool is hierarchised with modules (and eventually submodules), risks statements and solutions:

1. modules: subjects (sites, activities and so on) ;
2. submodules (not compulsory): secondary subjects;
3. risks: statements on a given situation, split up into three types of risks:
    a. priority risk: risks considered by the sector as a major risk in the sector;
    b. risk: existing risks at the workplace or linked to the tasks to perform;
    c. policy risk: conventions, procedures and management decisions regarding OSH matters;
4. solutions: recommended prevention measures to solve the problem, based on the situation of the company (e.g. in the Horeca sector if the respondent answers ‘No’ to the question on whether or not ‘Workers know how to react to the expression of excessive behavior’, it is recommended to ‘inform workers on excessive behaviors and train workers on the management of ways to react to excessive behaviors’). The tool also refers to links to other information such as websites and tools that deal with the topic.

The tool is available for free on the Internet. In the Horeca sector, it is accepted by the labour inspection as risk assessment in case of control, under the condition that the tool and the defined prevention measures are effectively put into practice.

The dissemination of the tool happens first during the launching session organised by the EU-OSHA Belgian focal point in Brussels, which is open to everyone (intermediaries, workers and employers). The tool is further promoted by the different intermediaries (external prevention services, social partners,

joint sector organisations, Labour Inspectorate), mainly in newsletters and on their websites, as well as when visiting companies.

- **Results and evidence of impact**

While the impact of OiRA tools in the sectors has not been studied yet in Belgium, the research team received statistics about the number of risk assessments per tools, by language. The data were retrieved on 17 January 2017 and do not include the OiRA tool for the Horeca sector, which was launched in September 2016.

Table 35.1. Hairdressing (since April 2013)

Size	NL	FR
1-9	53 %	49 %
10-49	6 %	1 %
50-249	2 %	1 %
250+	1 %	1 %
Unknown	37 %	47 %
TOTAL	N=749	N=378
No of assessments/month in 2016 (average)	7.25	3.66

Note that the Belgian Hairdressing sector included some 4,200 employers in 2012 (source: Union of Belgian Hairdressers UCB/UKB)

Table 35.2. Woodworking (since November 2014)

Size	NL	FR
1-9	11 %	25 %
10-49	22 %	26 %
50-249	15 %	8 %
250+	7 %	11 %
Unknown	44 %	29 %
TOTAL	454	322
No of assessments/month in 2016 (average)	13.66	10

Note that the Belgian Woodworking sector included some 2,100 enterprises in 2015 (source: Eurostat)

Table 35.3. Construction (since November 2015)

Size	NL	FR
1-9	30 %	34 %
10-49	29 %	18 %
50-249	8 %	7 %
250+	6 %	3 %
Unknown	28 %	38 %
TOTAL	312	484
No of assessments/month in 2016 (average)	24.66	39.33

Note that the Belgian Construction sector included some 108,000 enterprises in 2015 (source: Eurostat)

In the hairdressing sector, for instance, the OiRA tool is used in the education of future hairdressers (the owner-managers of tomorrow), and during workshops of the Union of Belgian Hairdressers (UBK/UCB).

- **Learning from weaknesses and failures**

The difficulty when developing this tool is to find the right balance between exhaustiveness and clarity (see that all risks are mentioned and described in a clear way) and the user-friendliness (short texts, short sentences, clear language). The language used in OiRA tools must be easy to understand, adapted to the sector, with no room for misinterpretation.

OiRA tools must also not be definitive and static tools once developed. Based on the feedback from end users and stakeholders of the sector and in concertation with social partners, the tool can easily be adapted by the working group (to be validated by the Joint Committee) to better respond to users-needs.

These tools are not sufficient to improve OSH in the target sectors. There is a need to work on several plans such as awareness-raising campaigns, education, medical checks, public authorities and inspection. Furthermore, end users must be informed about what the OiRA tool can do, but also what it cannot do. Face-to-face or group information sessions are important in this regard. All actors from the sector must work together to this end (social partners, public authorities and inspection, but also external prevention services and schools).

- **The future of the good example**

As mentioned in the introduction, four new OiRA tools will be developed in the coming months in the following sectors: cleaning, bakery, horticulture and performing arts. Other sectors will certainly follow.

Furthermore, existing OiRA tools are still promoted in the sectors by the Ministry of Labour, employers' organisations, external prevention services, inspectorates and so on. The possibility to integrate them in the education is also further studied.

- **Conclusions**

OiRA tools aim at facilitating and stimulating risks assessments in MSEs, offering them a free online tool, tailor-made for the specific sectors. The tools described in this report are developed at national (Belgian) level, on request of the sectoral joint committees and with the collaboration of experts from the field (technical experts appointed by employers and employees from the sector, as well as experts from

external prevention services and from the education and social inspectorates). This guarantees that the tool takes the particularity of the sectors into account and that statements are recognisable for companies that fill it in. In addition to the suggested sector-specific risks and prevention measures, the tool also leaves space for companies to find out their own prevention measures, based on the reality of the company. When rigorously filled in and followed up, OiRA tools are considered to be valid risk assessments, also by the inspection.

- **Transferability of the results**

OiRA tools already exist in several EU Member States and for very diverse sectors.

- **References, key literature, web pages and so on**
  - Interview with Frank Dehasque, Belgian Focal Point FOP and coordinator of the development of OiRA tools in Belgium at the Federal Public Service of Work Employment and Social Dialogue (FOD WASO; Federale OverheidsDienst Werk Arbeid en Sociale Dialoog).
  - Participation at the launching session of the OiRA tool for the Horeca sector, where following actors presented their work and impressions of the tool:
    - FOD WASO
    - Horeca Fund;
    - inspectorate;
    - Prevent (external prevention service).
  - Prevent's note on the development of the OiRA tool for the hairdressing sector: https://www.prevent.be/kennisbank/risicoanalyse-op-maat-van-kappers-0
  - OiRA FAQs: http://www.oiraproject.eu/Resources/materials-about-the-project/oira-questions-answers

▪ Good example 36. Ireland's BeSmart.ie initiative — OSH tools for MSEs in many sectors- Ireland

Claire Evans, Emma Wadsworth and David Walters, the Cardiff Work Environment Research Centre (CWERC) at Cardiff University.

▪ Background

BeSMART — the Business Electronic Safety Management and Risk Assessment Tool — is a tool developed by the Health and Safety Authority's (HSA's) Taking Care of Business initiative. It was developed in response to government pressure exerted at the height of the recession. All state bodies were urged to do everything they could to help businesses — in particular by reducing the administrative burden of legislative compliance (where legislative requirements themselves could not be reduced or modified). The idea for the tool came from within the HSA, and the HSA used, among other approaches, focus groups with MSEs to explore its likely welcome by potential users. As well as showing that it would be appreciated by MSEs, these focus groups made it clear that it was most important that the tool was free to use, readily accessible for use when firms wanted it (i.e. online), and confidential. The latter was particularly important because the tool was to be run by the inspectorate. It was essential, therefore, that firms trusted that their data would not be accessible to the HSA and would not be used to target them for inspections. This took time to achieve, with guest (anonymous) users (see below) outnumbering those registering by four to one at the start, but this has now reversed to about six registered users for each guest.

The tool itself was launched in 2011 and, as described in detail below, is intended to help small businesses comply with requirements to develop safety statements and conduct and write risk assessments.

The resource is provided free of charge to users. It was developed and continues to be funded from the HSA's own resources. The development phase in particular was difficult as it was carried out without additional resources and at a time when the HSA's budget was being cut.

The information contained in this description has been obtained through online searches and interviews with representatives of the HSA who had close involvement with the development of the tool and with the Taking Care of Business unit, which runs it.

▪ Target groups

When the scheme was initially devised, it was targeted at small businesses operating within the retail, manufacturing and hospitality sectors. In May 2015, a specific section for the construction sector and associated business types was added, while in December 2015, a section for agribusiness was devised — both in response to demand from businesses. Firms in these latter sectors particularly like being able to generate site-specific safety statements[36] and risk assessments for each site they work on. Our interviewees suggested that, in some cases, these kinds of MSEs had paid a consultant for 'one-off' such material in the past, and had felt utterly daunted at the prospect of having to produce specific material for every site. BeSMART, therefore, addresses this need and has, as a result, proved particularly popular with these kinds of businesses.

There are currently over 250 business types available on BeSMART, as well as over 450 risk assessments. The business type users most commonly identify themselves as belonging to its motor

[36] HSA defines a 'Safety Statement' as follows: 'Section 20 of the Safety, Health and Welfare at Work Act 2005 requires that an organisation produce a written programme to safeguard: the safety and health of employees while they work; and the safety and health of other people who might be at the workplace, including customers, visitors and members of the public
The Safety Statement represents a commitment to their safety and health. It should state how the employer will ensure their safety and health and state the resources necessary to maintain and review safety and health laws and standards. The Safety Statement should influence all work activities, including: the selection of competent people, equipment and materials; the way work is done and how goods and services are designed and provided
It is essential to write down the Safety Statement and put in place the arrangements needed to implement and monitor it. The Safety Statement must be made available to staff, and anyone else, showing that hazards have been identified and the risks assessed and eliminated or controlled.' (See: http://www.hsa.ie/eng/Topics/Managing_Health_and_Safety/Safety_Statement_and_Risk_Assessment/#WhatisaSafetyStatement)

vehicle repair — which our interviewees thought probably reflected the relatively high likelihood of these businesses being subjected to a number of insurance inspections following incidents. This would also tie in with the insurance industry's support for and promotion of BeSMART (see section 'Results and evidence of impact' below). In addition, our interviewees felt its popularity could be the result of the HSA promoting BeSMART to a key stakeholder — the sector's employers' body — which in turn promoted it to its members, which again is consistent with the HSA's attempts to use such bodies in this way (see below).

The information provided on the BeSMART website identifies the target companies as being those that employ fewer than 50 workers. Some statistical information is provided by way of justification for this — the website states that there are approximately 15,000 workplace injuries per annum in small businesses with more than one employee. The cost to employers per workplace injury in manufacturing is estimated to be EUR 9,000, while in retail, it is estimated to be approximately EUR 3,000.

In this initial target group, it was estimated that there are around 140,000 such businesses in operation in the Republic of Ireland and, moreover, that within these firms, an average 65 % would not have undertaken risk assessments. Our interviewees went on to explain that lowest compliance rates were among micro enterprises (with just 39 % having complied) and the self-employed (where rates were even lower). They also stressed that the target group for BeSMART was micro firms in particular, and that their intention was to provide such firms with a tool to help them comply — as part of their wider intent to focus on encouraging and supporting compliance rather than focusing on enforcement.

- **Vulnerabilities**

Vulnerabilities of the target groups include lack of knowledge and expertise, lack of financial resources and potentially high-risk work activities in construction, agriculture and manufacturing.

- **Description of the good example**

This online resource is offered free of charge to users and essentially facilitates the compilation of sector-specific safety statements and risk assessments that are tailored to the user's business type and workplace. Users create a login and are then guided through four stages of the process to create the statement and risk assessments. They select their business type and, on this basis, a list of hazards that are generally found in that particular business type will 'pre-populate' the onscreen format provided. The user then simply answers 'yes' or 'no' to the controls that 'populate' alongside the listed hazards. The user must then consult with employees on the hazards that may affect them, if they have not already done so. When all data have been entered and on completion of the process, the user can download an editable output document in RTF of PDF format, on to which they can add their own company name, logos and so on. The system also creates an action list where the user has recorded 'no' to any of the controls, with the option of assigning an accountable person and a date for the preventive action to be implemented.

The tool can also be used without registering, using a guest login. However, when users have registered they are prompted about, for example, changes to content and so on, when they return to the tool.

- **Aims of the initiative**

The main aims of BeSMART are identified as being:

- to reduce accidents and absenteeism;
- to raise safety standards;
- to reduce the administrative burden and associated costs for small business;
- to improve understanding of health and safety requirements and, therefore, its management;
- to increase compliance levels among small businesses; and
- to empower owners to manage health and safety effectively, eliminating perceptions that health and safety is time-consuming, costly, onerous and beyond their capability.

- **Adaptations**

The tool has been adapted and modified in a number of areas. As described above, it has been expanded to include the construction and agribusiness sectors and the number of 'business types' will continue to expand over time. The HSA's Workplace Contact Unit deals with telephone and email queries from users and potential users. In addition to offering advice on how to use the system and on the business types available, they also collate information on the additional business types being requested for inclusion in BeSMART. This allows for future development and expansion of the system.

The website has been updated in order to allow for responsive design for use on portable devices. Furthermore, the functionality and editing facilities available within the risk assessments have also been subject to modification and development. For example, hyperlinks and pictures can now be included in risk assessment control information and hover text prints with the controls, ensuring that all relevant information is included within safety statements. The entire hazard database from all sectors is available in the My BeSMART Management Screen; as such, users can view hazards by sector or print and include them in their own safety statements.

- **Categorisation**

BeSMART was described by our interviewees as being 'primarily intended as a proactive tool to enable a "call to action" by the user in proactively implementing and maintaining good safety practices with the information provided'. It aims to ensure legislative compliance and, moreover, the financial benefits of use for participants are emphasised, providing further motivation. In addition, the BeSMART web pages, as well as linking to the tool itself, also provide links to other forms of information specifically targeted at improving health and safety in small businesses. These include e-learning packages; in-depth publications on a range of health and safety issues; legislative updates and alerts; information sheets which provide practical advice to both employers and employees on the most common and general hazards; 'top tips' publications, which summarise information sheets and are described as being 'ideal for communicating key information to employees'; 'top tip inspector videos', again aimed at communicating health and safety messages to employees, where inspectors provide a narrative on key hazards within workplaces; templates and registers, as well as accident reporting forms.

- **Content**

When new content is developed, the HSA seek feedback from MSEs. For example, when developing new risk assessments, the team visit relevant businesses and their trade association (if there is one), as well as talking to the Authority's own internal experts for that area. Drafts are then sent to all these groups for comment before being finalised. All content is also subject to a quality control process, with internal checks by several team members and subsequent online checks of live information by a different team member.

Our interviewees stressed that the team went to considerable lengths to ensure that everything is produced in easy to read language — avoiding all health and safety 'jargon' and any mention of the legislation. This is to ensure that, as well as being accurate and in accordance with the requirements, all content is as accessible and easy to understand as possible.

In relation to psychosocial risk, BeSMART does not currently include any risk assessments and associated control measures. However, at the output stage, users are prompted to put in place, for example, a bullying and harassment policy and stress monitoring measures, and are also provided with some details of how these should be done. Our interviewee explained that the reason for including psychosocial risk in this way rather than as another hazard was part of the policy of keeping things simple and ensuring that users are not overwhelmed. Currently, for each business type, the tool's development team identify the set of hazards that should be risk assessed. While the temptation is always to include everything, the Taking Care of Business Unit's concern is that this risks users feeling it is too much and simply giving up altogether. Rather, therefore, they include those hazards they identify as essential, while also allowing users to browse and add their own additional hazards for risk assessment. The team's view is that BeSMART is also a learning tool, and so must be kept in a format that keeps users engaged. There is an awareness that there is no way to stop users simply ticking 'yes'

to everything and not actually, for example, carrying out any risk assessments or consulting with workers, but the team hope that even by doing this some users may learn something from the tool.

- **Results and evidence of impact**

Since its launch in 2011, BeSMART has had over 38,000 users of the resource, with over 350,000 individual hazard risk assessments completed.

In its first three years of operation, BeSMART was promoted through various media (including social media) advertising campaigns. More recently, however, there has been very little budget available for this kind of activity. So, although the HSA is occasionally able to run some limited advertising campaigns (such as a recent radio campaign), promotion is mainly through Taking Care of Business Unit members giving presentations at colleges (e.g. during business start-up and safety courses), business network meetings, trade organisations and so on. In addition, however, the Authority has worked closely with the Insurance Institute of Ireland, which has been very supportive of the tool. Our interviewees explained that, because insurance brokers have to complete a set number of continuing professional development (CPD) hours per year, the HSA is able to promote BeSMART at the regionally run CPD training days. The brokers then point MSEs at the tool. In fact, as one of our interviewee explained, this has even led to modifications to the website. For example, the insurance companies asked for the addition of download and print buttons to the hazards content (which, when a hazard is selected, take users to all the control measures for that hazard), as this allows them to give their clients information on what 'HSA says they need to do' in particular circumstances. In addition, there was a view that being able to say they had pro-actively attempted to prepare risk assessments in the recent past using BeSMART (or other means) would help firms, should they find themselves facing court action.

Both our interviewees felt that working with stakeholder groups more generally has been and continues to be a particularly effective way of promoting BeSMART. This is supported by our interviewees' reports of a recent approach to the HSA by both a sector-specific employers' association and an insurance body, which, together, were keen to work with the HSA to produce a business type for their membership in parallel with a new video that they would produce, to improve safety standards in their industry. In addition, however, both our interviewees felt that the tool now has an increasing level of 'organic growth' — with it becoming 'part of the way businesses operate' and in effect self-promoting.

Monthly numbers of users (new registrations and guest users who complete the whole process) are exceeding HSA targets and are continuing to increase. They averaged around 550-650 in 2015, rising to 650-750 in 2016. Of course, this is in part because of the expansion of its sector coverage (see above). Nonetheless, the use of BeSMART by over 38,000 users represents over a quarter of the MSEs in the sectors covered in Ireland.

As with most such tools, it is very difficult to measure direct impact, particularly in relation to OSH performance. However, since the introduction of BeSMART, the HSA has seen an improvement in compliance — for example in relation to having safety statements. In addition, it has seen an increase in the proportion of enterprises creating these kinds of documents in-house (rather than using a consultancy service). For example, among micro businesses, those producing safety statements in-house increased from 62 % in 2011 to 72 % in 2014. In addition, over the same period, the proportion of businesses with safety statements increased from 60 % to 77 %. While this cannot be directly linked to BeSMART, our interviewees felt it was indicative of its impact.

Inspectors visiting firms also actively promote BeSMART. Feedback from them suggests that most have found it very welcome, especially during the tough years of the recession. In particular, inspectors felt that having a free and accessible tool to help firms comply gave the inspectors something positive to offer struggling MSEs (as opposed to simply adding a further layer of pressure).

These factors, taken together with the swing towards registered rather than guest use (indicating, as described above, confidence in the confidentiality of the system), suggest BeSMART is reaching and becoming established with MSEs in Ireland.

- **Learning from weaknesses and failures**

Our interviewees identified two groups that were perhaps being less well reached or served. First, small firms involved in particularly complex manufacturing processes might find that the tool was too simplistic for them. Second, although BeSMART is aimed at agribusinesses, it is not intended for farms and farmers themselves. The HSA has a dedicated website for this group, but has had great difficulty engaging with them. These kinds of businesses account for 50 % of occupational fatalities in Ireland each year and attempts to break through the traditional ways things are done on what are generally family-run farms that have been going for generations have not succeeded — they remain isolated on many levels.

In addition, our interviewees explained that BeSMART was not initially popular with consultants, who perhaps feared being squeezed out. However, as the interviewees went on to point out, the material is not copyrighted and consultants can and do use it themselves — and at least when they do they are likely to be providing accurate and appropriate information and material.

- **The future of the good example**

As the above sections have made clear, BeSMART continues to attract new users and there are plans to extend its reach to other sectors and user groups. For example, the HSA is currently considering expanding BeSMART to cover the security, waste and quarry sectors, though this will not be before 2018. In the more immediate future, they intend to add the option for construction firms to produce a health and safety plan, and perhaps also something aimed at safety representatives during 2017[37]. As each change and development requires a great deal of work, all of which is carried out internally, this will take significant time and planning.

- **Conclusions**

This example seems to be developing and growing in reach and popularity. In a recent survey, over 90 % of BeSMART users rated their experience as very satisfactory or satisfactory. Many have also provided positive feedback, as these examples from a hair salon owner and a publican respectively attest:

> *BeSMART.ie was very good, now it's excellent! It saves me a considerable amount of money, protects my business, staff and clients. It is QUICK and easy to use, self-explanatory and it highlights where we need to improve from a H&S [health and safety] perspective. In these challenging times, it is one less thing to worry about, HSA take a bow, public money well spent. Thank You.*

> *An absolute godsend!! Great so simple to use & easy step by step instructions. Took me only a couple of hours to have everything sorted. Thanks a lot.*

Key to this success seem to be the close focus by the BeSMART team on both detail and obtaining and responding to feedback from MSEs themselves — in relation to both content and, crucially, accessibility and confidentiality (see above). In addition, however, the success of the approach taken to promotion, in particular through working with the insurance sector and other key stakeholders, has given the tool a high profile among the MSEs it is targeted at. Those we spoke to felt that the first contact with MSEs, and the ways in which information aimed at them was presented, were both also crucial to successful and sustainable engagement — again making avenues for promotion, attention to detail and

[37] The HSA also encourages safety representatives to consider BeSMART as a resource, including when they address safety representative courses. The HSA's view is that, unlike employers, representatives are likely to be interested in exploring specific hazards (rather than creating a full safety statement with accompanying risk assessments and so on). It is therefore considering making the hazards database that is a part of BeSMART available to safety representatives in the future. This reflects the HSA's awareness that, although BeSMART is aimed at MSEs, it is also used by larger organisations, including those that might have safety representatives.

responsiveness particularly important. This was clearly related to the HSA's focus on supporting compliance (as opposed to simply enforcing) among MSEs.

- **Transferability**

BeSMART is entirely run ‘in-house’ by the inspectorate. This is resource intensive, requiring a dedicated and expert team, and has had to be funded from existing inspectorate resources — which may not be possible in other countries. Our contacts outside the Republic of Ireland also suggest that obtaining the ongoing support of the insurance sector and other key stakeholders, which has been significant for the tool’s reach to MSEs, can be problematic.

- **References and sources**

https://besmart.ie/

https://oshwiki.eu/wiki/BeSMART.ie__Business_electronic_Safety_Management_And_Risk_Assessent_Tool

Interviews with two HSA representatives closely involved with BeSMART (1 and 14 December 2016).

Good example 37. 'Health and safety at work' guidance for understanding OSH legislation - Romania

Raluca Stepa and Maria Haiducu, the Romanian National Research and Development Institute of Occupational Safety (INCDPM).

Background

Many companies and especially MSEs lack basic understanding of OSH regulatory requirements. The difficulties of understanding OSH concepts, technical and medical terms and especially how they relate to the OSH legal provisions need to be acknowledged and addressed. The OSH authorities have the duty and the interest to help in this respect as it is the case in the example described below.

The programme 'Health and Safety at Work' was financed by the Sectoral Plan of the Romanian Ministry of Labour. It started in 2011 and ended in 2012; it consisted of 13 projects and had a budget equivalent to about EUR 390,000. The main results consist of a set of 23 guidance documents about OSH legislation, but other actions were also included, such as improving online dissemination of OSH information.

The project's main objective was to provide guiding materials to enterprises on how to apply OSH legislation and was implemented by the INCDPM.

The published guidance offers permanent and free access to support information which can help understanding legislation in order to apply it right.

Target group

The project was meant to help all those who need support in understanding OSH legislation and this is the case of many MSEs. The foreseen target group was widely defined; SMEs were clearly mentioned as being of particular interest, without differentiating MSEs as a priority subgroup. The project also targeted OSH specialists, including those in external services, many of which work for MSEs.

The sectors and type of activity and clients were not among the criteria used to establish the target group. The level of education for the foreseen user was medium; enterprises or persons with lower level of education would not be able to fully benefit from using the guidance.

Description of the good example

The legislation on OSH is often difficult to understand and therefore to properly apply; especially MSEs find it hard to put it into practice. Some of the legal texts are quite detailed but still need to be explained (e.g. on chemical or physical risks) while for other risks legal requirements are vague (e.g. psychosocial risks).

The programme had as objective to provide detailed information to the enterprises on how to interpret and implement legal provisions. Many enterprises, especially MSEs, cannot afford their own, well-trained OSH personnel. External services are used a lot by Romanian MSEs and the guidance is useful for external services too because they also have limited resources. Improved external services work should reflect on the OSH performance of MSEs and the programme results could contribute to this, at least as regards the understanding of the steps to be taken for legal compliance.

The programme was structured in 13 projects and addressed the specific problems in the field of OSH as set by the EU Directives and transposed in the national legislation. Various subjects were addressed, from those referring to machines or to specific risks factors, including psychosocial ones, to recommendations for training activity or for writing safety instructions. Each of the 23 resulting guidance provide specific support on a particular OSH issue and together they provide an overview of the practical aspects of OSH legislation that may be difficult to handle without help.

The guides addressed topics like:

- evaluation and prevention of the exposure of workers to psychosocial risks;
- choosing and using the appropriate PPE;
- OSH requirements for machines;
- safe use of work equipment;
- safety rules for workplace design;
- safety guidance for the construction sector;
- safety guiding for manual handling;
- safety guidance for the use of display screen equipment;
- guidance for the use of safety signalling;
- guidance on the exposure to chemical/biological agents (including guidance for asbestos and carcinogens) and the use of OELs;
- guidance on the evaluation and prevention of electrical risks;
- guidance on exposure to noise and vibrations;
- methodology on elaboration the safety instructions;
- guidance on the requirements for the training of OSH representatives and designated workers.

The guidance documents are written in Romanian and may be accessed and downloaded freely from the website of the INCDPM or of the Ministry of Labour, without any restriction. The language is not very technical and legal definitions are explained when needed. Clear reference to legislation helps making a parallel between what is required and what it means in terms of practical consequences.

The project has been disseminated in the events in which the INCDPM participated or has organised, including trainings as well as in publications specialised on OSH (Chiurtu, 2014).

- **Results and evidence of impact**

Each of the 23 guidance documents provides information and examples on how to interpret and implement legal provisions that can be used directly by MSEs or by the external services that work for them. The MSE owner we interviewed said the guidance is useful because it explains provisions, but it also provides a background that helps understanding; such background information or the relations between certain provisions is something that those with less experience in OSH do not have. The interviewees said they mostly used the guidance referring to PPE and safety signalling.

The target group that has been reached by the project consists of enterprises, including MSEs, according to the projects coordinator and to the interviewees, but the number would be hard to estimate. The number of visitors of the website where the materials have been published was not available at the time of the interview.

The persons interviewed said they learned about the guidance documents from specialised OSH magazines and from the events they participated in. It could be that many of the persons who would be interested in the programme but do not read such magazines or do not participate in conferences are not aware of the availability of the guidance and they represent a target group not reached. The external service representative we interviewed said that some guides circulate between external services which may show that they do not know about the original source, so better dissemination could have helped.

It would be hard to estimate the impact of using the guidance in MSEs, since this would require long-term observations.

Among the factors that made the programme work, the following can be mentioned:

- It addresses an important overarching matter of OSH: legal compliance, which is one of the main drivers for the OSH activities of MSEs who rarely have resources or interest to go beyond legislation.
- It is completely free and easily accessible on the website of the INCDPM and the Ministry of Labour (with a link).

- It completes the legal provisions, especially on those aspects that are currently quite vaguely regulated.
- It addresses a variety of topics in the 23 documents and a standards list, making the collection of guides a repository where searching for one issue may reveal the existence of other information of interest.
- It is coordinated by the Ministry of Labour and implemented by the National OSH institute the guidance are considered trustful.
- Learning from weaknesses and failures

Currently, the project does not monitor the number of visitor to its website and has been advertised in ways that may not reach all interested parties.

The way information has been presented could have been more visually appealing, as two of the persons interviewed mentioned.

Putting in each guide a reference to all the series could help promoting all of them even when they are not accessed from the dedicated web page where they are all listed and linked.

More active dissemination could help reach more of those who need the guidance.

- **The future of the good example**

The published documents will still remain available on the project website for the coming years and will be updated by the INCDPM as needed. On various occasions, the project coordinator disseminates information about the availability of the documents on the website.

- **Conclusions**

According to our experience and the conclusions of WP1, legal compliance is one of the main drivers for OSH measures in MSEs. It is true that in the absence of sanctions and frequent inspections the strength of this driver diminishes, but even so it remains the basis for OSH actions. Legal text is one of the main sources of OSH information and many enterprises, especially MSEs, rarely access other sources. It is therefore very important that the legislation is understood regarding not only its texts but also its intent.

It is generally interesting for enterprises — of all sizes — to know the authorities' point of view, because it may enable them to anticipate the approach and requirements they will have during inspections. It is the case of the guidance material resulted form the programme 'Health and Safety' of the Ministry of Labour, carried out by the National OSH Institute.

The programme was not dedicated to MSEs, but it can be used by them directly and by the external services that work for them. It is important for MSEs, because by clarifying legal aspects it helps obtaining legal compliance, which avoids sanctions and improves OSH management. Moreover, it makes additions to the information in legal provisions when these are very limited (for example the case of psychosocial risks).

There are signs that the guidance set is known by potential users, but the number of them (e.g. the website visitors) is not known.

The monitoring of the visitors and downloads, as well as a feedback questionnaire could help improve the guidance. More dissemination among MSEs and the external services that work for them (and are easier to reach) could contribute to increasing the number of users.

- **Transferability of the results**

The programme covered most of the risks but some of them may be covered in the future, for example those regarding the overall ergonomics of workplaces or that of equipment, the 'micro-climate' (temperature, humidity and velocity of air in the workplace), biological substance (exo-/endotoxins). The

idea of guidance on how to interpret and apply legislation may be applied further to the topics mentioned above and to sector-specific risks (as it has been done with construction in this programme).

It could be useful if an adjusted presentation would be made for persons with lower education or very little time (top managers).

- **References, key literature, web pages and so on**

INCDPM web page for the guidance

http://www.inpm.ro/ro/oferta-noastra/publicatii/ghiduri.html

Ruxandra Chiurtu, Informarea şi conştientizarea lucrătorilor prin intermediul ghidurilor de securitate şi sănătate în muncă privind agenţii chimici şi biologici, *Revista Obiectiv* No 2/2014, p. 20.

Other information sources:

- an interview with the coordinator of the project on behalf of INCDPM;
- interviews with two users of the results, namely with an owner-manager of an enterprise that formulates chemical mixtures and an owner-manager of an external OSH service.

Good example 38. A framework for cooperation within sectors to stimulate, facilitate and share OSH management practices - the Netherlands

Laurianne Terlinden and Monique Ramioul, Research Institute for Work and Society, Katholieke Universiteit Leuven (HIVA-KU Leuven).

Background

In many sectors, especially those dominated by MSEs, it is difficult to get employers and workers to take sustainable initiatives to anchor and continuously improve OSH in their company. Therefore, the 'Self-Regulation programme' (*Programma Zelfregulering Gezond en Veilig Werken*) was launched in 2014 in the Netherlands by the Dutch Ministry of Employment with the aim to develop a structure supporting sector-driven improvement of OSH including compliance with regulations. The programme is now managed by a project team from an external consulting company which focuses on branches (sectors) and strongly involves sector organisations, companies and workers from the branches. Other organisations collaborate in the project such as LongAlliantie (association), Atrium Groep (private organisation), SSVV (Foundation Cooperation for Safety), NIBHV (Dutch Business Assistance Institute), Zero Accident Network and Veilige Leverancier Platform (Safe Subcontractors Platform).

Three distinct actors have their own role and responsibilities in OSH and particularly in the programme: the Labour Inspectorate enforces the law, policy-makers (the Ministry of Social Affairs and Employment) define the policy and the programme stimulates companies, focusing on facilitating knowledge-sharing among sectors and companies. Consultation and coordination about, for example pilot projects, take place with the Labour Inspectorate, inspectors being present at the meetings. The instruments and tools that are developed in the framework of the programme are also used by the Labour Inspectorate in its communication towards companies.

The programme started with a certain number of branches that were designated as core branches. The project office actively contacted them to look together for a way to collaborate. The concrete collaboration with branches depends on their needs. Funding comes from the Ministry of Employment, which pays the project team and financially supports 10 pilot project a year up to 50 %. The remaining 50 % of the funding mainly comes from the sectors (branches) themselves.

Target groups

The programme focuses on different branches (sectors) and companies active in these branches. The primary target group of the programme is not the branches themselves but the companies in these branches. Many of the branches are mainly composed of MSEs (construction, Horeca, butchers). These are also branches where the level of education is relatively low.

Table 38.1. An overview of the branches that take part to the programme

Level of education Business	Low (or no) demands for education	Vocational training	Higher education	Complex
Agriculture, forestry, fishing		Agriculture		
Manufacturing	Paper and carton*	Chemistry		
Construction		Construction Asbestos		

Level of education Business	Low (or no) demands for education	Vocational training	Higher education	Complex
Transporting and storage		Transport		
Accommodation and food service		Sweets and food products Butchers*		
Administrative and support service activities (incl. cleaning)	Waste Cleaning*	Hairdressers*		
Education			Education	
Human health and social work activities				Hospitals
Other services activities				Temporary work Water boards*

Note: branches marked with an asterisk (*) are extra branches, in addition to the 10 core branches.

The vulnerability of these branches varies between branches. However, one can notice that many of the branches embraced by the programme are quite vulnerable in terms of risks but also of overall business vulnerability.

- **Description of the good example**

This programme was set up from a wish from the Ministry of Social Affairs and Employment to stimulate and support self-regulation. This process of self-regulation must enable organisations to monitor their own adherence to OSH standards, rather than acting as a third party to monitor and enforce those standards. The programme thus offers employers an opportunity to go further than simply complying with the regulation, and makes them (and their employees) responsible for a good OSH management in the company.

In this programme, sector organisations act as the initiators. As illustrated in Figure 38.1, different aspects are combined in the framework of this programme: (1) the law and regulation, which everyone must comply with, (2) the internal organisation and governance, which must be well in order, (3) the availability of means and technics, and (4) special attention paid to culture and behaviour. It is only if all these aspects are present that sustainable OSH management can effectively be integrated in the company culture.

Figure 38.1. Self-regulation framework.

The programme is branch-oriented and seeks to actively facilitate, stimulate and connect the different actors. The overall aim of this programme is to make information available to all industries, sharing knowledge, experience and tools from previous projects. Different kinds of collaborations between the branches and the project office exist, the way this collaboration takes place depends on the needs of the branches following the framework of self-regulation.

Communication and awareness raising:

- inspirational films and good practices on a website (e.g. www.gezondenveiligwerk.nl)
- development of exchanges between and within branches

Sharing and deepening knowledge:

- organisation of meetings within branches about self-regulation on OSH
- participation at (branch-transcending) meetings about participation, responsibility chain and the changing labour market

Innovation and development:

- development of instruments or methods for the branch (e.g. dynamic risk assessment)
- *Tailor-made support* to companies to integrate OSH in their overall management

---

The approach of the programme is based on four fundamental assumptions:

1) building on what works: using expertise and experiences that are already present in the branches and companies;
2) thinking from the business: linking OSH with the general organisation objectives;
3) making clever connections and alliances: robust collaboration with the stakeholders from the field, which have the expertise and experience and are also the ones who will put it into practice;
4) implementing with an eye for culture and behaviour: the programme uses a change approach with three stadia: adoption, implementation, and integration and continuation.

The programme started by supporting 10 pilot projects (in the 10 core branches) that were eligible for financial support from the Ministry of Social Affairs and Employment. The project team helped with the preparation and organisation of meetings to position the programme in relation to the policy of the Ministry of Social Affairs and Employment and the labour inspection.

The programme now provides an interactive platform, which consolidates the different projects, including tools such as a self-assessment tool by sector and by size, a matching system to exchange information among professionals, factsheets per branch about sector-related risks, prevention tools to control risks

and prevention actors and a best practices database from other organisations, as well as background information and studies on OSH management and self-regulation.

The self-assessment tool, 'Another look at your business' — which has been adapted to business size and sector — helps companies assessing their OSH and offers advice (tips and good practice examples) to further improve OSH. This tool has been developed in close collaboration with a large workgroup of users (branches and companies), introduced and discussed with the inspectorate.

While the programme is not directly directed to MSEs but to branches dominated by MSEs, the easy access of the tools (risk assessment, best practices, webinars and so on) adapted to branches and accessible for free, make it adapted to the needs and conditions of MSEs, which often have limited OSH knowledge.

- **Results and evidence of impact**

While the programme started with 10 core branches, there are now 15 branches that actively collaborate and take part in the programme and some 39 branches in the broader network including those present at the meetings, those that ask for information or help or which collaborate to project plans. At the end of 2016, the active network included in total around 425 directly involved companies and industry federations. The total number of affiliated members in the industry federations of the 15 core branches is about 94,000 and a total of some 330,000 organisations and companies in the core branches (i.e. 27 % of the total number of companies)[38]. Through the core branches and the intermediary stakeholders, such as the inspection, the programme still reaches a large number of companies and organisations. This secondary network has been further enlarged in 2016.

The advice tool 'Another look at your business' (risk assessment tool) reached some 3,000 users only six weeks after being launched (18 November 2015) and 8,770 in total (end of 2016). Regarding innovative projects, in 2016 some 275 meetings took place with industry federations, 10 innovative pilots and projects were active and 6 new ones were granted. In total, 670 companies were involved in projects.

With regard to knowledge sharing, in 2015, three meetings took place, which attracted 240 participants. One extra meeting took place on demand, gathering 40 participants. The same year, eight good practices were published on the website. Mid-2016, 15 other practices were published. Before a good practice is selected by the programme to be published, it must be agreed on by the inspectorate.

Finally, the following figures must be mentioned for the 'communication and marketing' stream in 2015: 12 presentations, 10 publications, 109 followers on Twitter (137 by mid-2016), 2,354 visitors to the website, 1 minute 13 seconds spent on average on the website, 501 views of the inspiration films, 3,404 views of the activation film and 192 views of the film from the meetings. In addition, five so-called inspirators, which are good practice examples from companies implementing the programme, have been posted on the website.

- **Learning from weaknesses and failures**

The programme is still in an early phase but has already encountered some challenges. An important one when working on participative projects where branches and companies is to keep the actors involved during the whole project.

Furthermore, subsidising means are not infinite, and not all projects can be financially supported by the programme. A rigorous selection is needed, based on the extent to which projects contribute to the aim of the programme.

- **The future of the good example**

The programme is still in full expansion and there are many plans for the future. In addition to the further promotion of it, the programme seeks to reach more branches and companies, to develop further the

[38] Note that some of the data leading to these figures are not based on exact science, as they were derived from open data, such as CBS, and not every branch is clearly defined in terms of numbers.

different aspects of the programme: knowledge-sharing through meetings and webinars, best practices, exchanges between peers, as well as the development of new tools to help companies set up an OSH management.

- **Conclusions**

This programme is a way to facilitate and support companies' self-regulation in the OSH sphere. It helps the involved branches in two ways. First, by offering them support in implementing a good OSH management strategy and subsidising pilot OSH projects (maximum of 10 a year). Second, by sharing the acquired knowledge through films and best practices on the website, meetings and exchanged among peers. This programme clearly takes an approach by the branches for the branches, so that companies, and especially MSEs, recognise themselves in the offered support. The (free) accessibility of tools such as the online risk assessment taking size and sector into account is an easy way to start integrating OSH in the company management. The importance of the project team that coordinated the programme and supports the different projects must be recognised here.

- **Transferability of the results**

The inclusion of four new branches between 2014 and 2015 shows that this programme can easily be transferred to other sectors. The challenge is to find the actors who agree to commit to the project in order to get it on tracks.

- **References, key literature, web pages and so on**

Interview with the project manager

Approach plan of the consulting company

K. Visscher (2015), Eindrapport raamwerk gezond en veilig werken (Report framework healthy and safe work) activity plan 2016.

▪ Good example 39. A network that brings together experts to support small companies in Germany — INQA network 'Offensive Mittelstand' (Advance SMEs) - Germany

Ellen Schmitz-Felten, Annika Krüger, Claudia Oldenburg and Carsten Brück, Kooperationsstelle Hamburg IFE (KOOP).

▪ Background

The 'Offensive Mittelstand' ('Advance SMEs') is a network of INQA that focuses on SMEs in Germany and especially on MSEs. It promotes successful, staff-oriented corporate management through the development of up-to-date standards and practical instruments, and offers a variety of regional support structures specifically designed for SMEs. 'Offensive Mittelstand' was set up in 2005 as an independent network under the umbrella of INQA by the federal ministry of labour and social affairs, the statutory accident insurance for the commodities and chemical industries, the college for SMEs, a research institute (SMEs in focus), an institute of craft and an innovation centre of the German economy. The network is still going on without termination. More than 350 partners are currently involved in the 'Offensive Mittelstand — Gut für Deutschland' campaign, including federal and state governments, business associations, professional associations, guilds, chambers of trade, trade unions, trade associations, health insurance funds, research institutes and service providers.

INQA is a joint initiative of the federal ministry, the federal states, trade unions, economic organisations, civil society organisations, social insurance institutions and businesses and was established in 2002. The initiative aims to shape and improve the work environment of the future by focusing on the health, motivation and safety of employees, but also by focusing on enterprises, for example in terms of their economic health. In addition to that, the initiative offers an independent forum for various stakeholders for discussion about the quality of work. Through its activities, the initiative seeks to address the question 'How can work be profitable for companies, and be healthy, motivating and attractive for employees?'

The network 'Offensive Mittelstand' aims to support German companies and improve their OSH. The network also aims to bring together OSH stakeholders, practitioners and company representatives. The network and INQA experts provide information and develop and promote tools that are specifically targeted at small companies, such as GDA Orga Check, INQA human resources management, INQA check SMEs, on innovation and knowledge management and PräDemo on demographic change. The network also has regional chapters and specialised units on work health promotion (WHP), for craft companies, succession and human resources management. The partners and regional chapters work together and the plenary assembly of the partners is the highest council of the network and all decisions and tools are made and developed based on their judgment.

The network 'Offensive Mittelstand' is financially supported by the Federal Ministry of Labour and Social Affairs. The annual support is EUR 20,000[39]. In addition, it is funded through voluntary contributions by the partners of the network as well as through projects funding and claims therefore to be independent.

Before the 'Offensive Mittelstand' started there was no consistent collaboration of OSH stakeholders on national and regional level. Thus, there were no frequent discussions about OSH in small companies that involved all relevant stakeholders. As mentioned above, the 'Offensive Mittelstand' aims to bring together various stakeholders active in the field of OSH — also on the regional level. In addition, the 'Offensive' aims to combat another problem: there is a large number of brochures, leaflets and handbooks and a large amount of other information material regarding OSH available. MSEs in particular are overwhelmed by the sheer amount of information and number of tools. Therefore, the initiative developed tools that were checked by the stakeholders and are easily accessible for MSEs and which are also free of charge. By developing national and regional structures, the consistent distribution of few tools was strengthened. In an interview with a member of the steering committee, he reinforced this view by stating that they want to be a relevant contact point regarding OSH for small companies on

[39] http://www.inqa.de/SharedDocs/PDFs/DE/Netzwerke/netzwerkverstaendnis-offensive-mittelstand.pdf?__blob=publicationFile

regional level. The initiative aims to access the MSEs over their transfer structure by also providing consultancy on a regional level.

- **Target groups**

As stated above, the network 'Offensive Mittelstand' focuses on SMEs in Germany (< 250 workers). Especially targeted are enterprises with < 30 workers[40].

Irrespective of their sector, it is aimed at bringing stakeholders together, to develop and distribute tools for and to small companies and to identify good practices and thus to improve their quality of work with a focus on OSH, equal opportunities and staff management.

Therefore, the target group does not only include MSEs, but also relevant stakeholders for MSEs, for example institutions, the statutory accident insurance or other organisations.

The MSEs are targeted by using the already existing INQA networks and the structures of the involved partners.

Given the diversity of the target group, it is difficult here to describe its vulnerability in more detail. The vulnerability of the target group depends on the actual size of each enterprise, their location and the sector they act in. However, the network is based on equality, mutual respect, voluntary principle and consensus.

The membership is free of charge.

- **Description of the good example**

The network 'Offensive Mittelstand'

The network 'Offensive Mittelstand' intends to facilitate a better coordination and cooperation of SMEs and more importantly MSEs, organisations, associations and other interested parties in Germany. Working together, they develop tools to support small companies to be successful and stay competitive.

The 'Offensive Mittelstand' has several regional networks to directly detect the need for support and offer supporting schemes and tools for SMEs in a regional setting.

Hence, they bring together institutions and persons that want to improve the situation of German SMEs and MSEs and support them in a changing work environment. Similarly to INQA, there is a focus on the support of MSEs in regard of possible changes due to the demographic change. To do so, they want to support knowledge and competence among employers for a systematic and preventive organisation of work. In more detail, they intent to:

- improve the conditions the companies are working in;
- support them to shape their processes innovatively and preventively;
- support them to find qualified professionals and to bind them to their companies;
- pool energies to support small companies effectively;
- improve the image of MSEs in Germany.

To do so, they bring companies and other stakeholders together in order to create an adequate framework for MSEs in Germany.

The main tools that were developed with the support of the network are the 'Orga Check' and the INQA Unternehmenscheck — 'Guter Mittelstand' (Check Good Medium-sized Companies), a checklist which offers managers and owners of micro enterprises — and SMEs — to check, in a brief and concise manner, the essentials of a preventive work design and organisation. This checklist is described in more detail in good example 34. In addition, the network developed more checklists and tools, for example regarding personnel management, innovation and OSH.

[40] http://www.bgf-institut.de/fileadmin/IN/201302/downloads/inqa.pdf

In addition to networking activities and tools, they qualify consultants to support SMEs on a regional level to effectively implement the tools. The companies can approach these regional consultants of the network to receive support if needed. Furthermore, the regional networks supports the regional SMEs and MSEs by offering information events, exchange of experience or workshops especially targeted to the needs of small companies.

Regional networks — and how they work

The aim of the regional networks is to bring together regional stakeholders (including small companies) to promote good and healthy work in micro, small and medium-sized companies in a regional setting in order to strengthen the competitiveness of these companies. To reach this aim, the network tries to bring together as many regional partners from all sectors as possible to support regional MSEs more effectively. In addition, the regional networks support and promote the tools that were developed by the 'Offensive Mittelstand', gathers practical information about the use of these tools and gives feedback.

Similar to the 'Offensive Mittelstand', the partners of the regional networks work autonomously by committing to the overall aims of the network and the membership is free of charge. It is aimed at including a great variety of professionals (e.g. consultants of health insurances, trade unions, OSH professionals and professional guilds) in the networks to provide a solid foundation for fruitful discussions among all partners of the regional network. In general, the members of the regional networks meet on a regular base; for example, the partners of the regional network in Baden-Württemberg meet once a month.

Regional networks are financially supported by their partners (members, also including MSEs), but there is no mandatory contribution. For example, one partner organises and pays for a meeting, another one cares for the homepage and others donate a certain amount of money. The Federal Ministry of Labour and Social Affairs pays for public relation activities and the statutory accident insurance of the chemical industry sets the office and the management. In addition, the partners 'donate' their work and time and it is assumed that this would equal to several million euros per year.

The manager of a small company with about 20 employees, who is a member of a regional network emphasises the importance of workshops that are adjusted to the needs of small companies as well as the possibility to exchange experiences with stakeholders and other companies from other sectors. In addition, they cherish the broad scope of topics that are discussed.

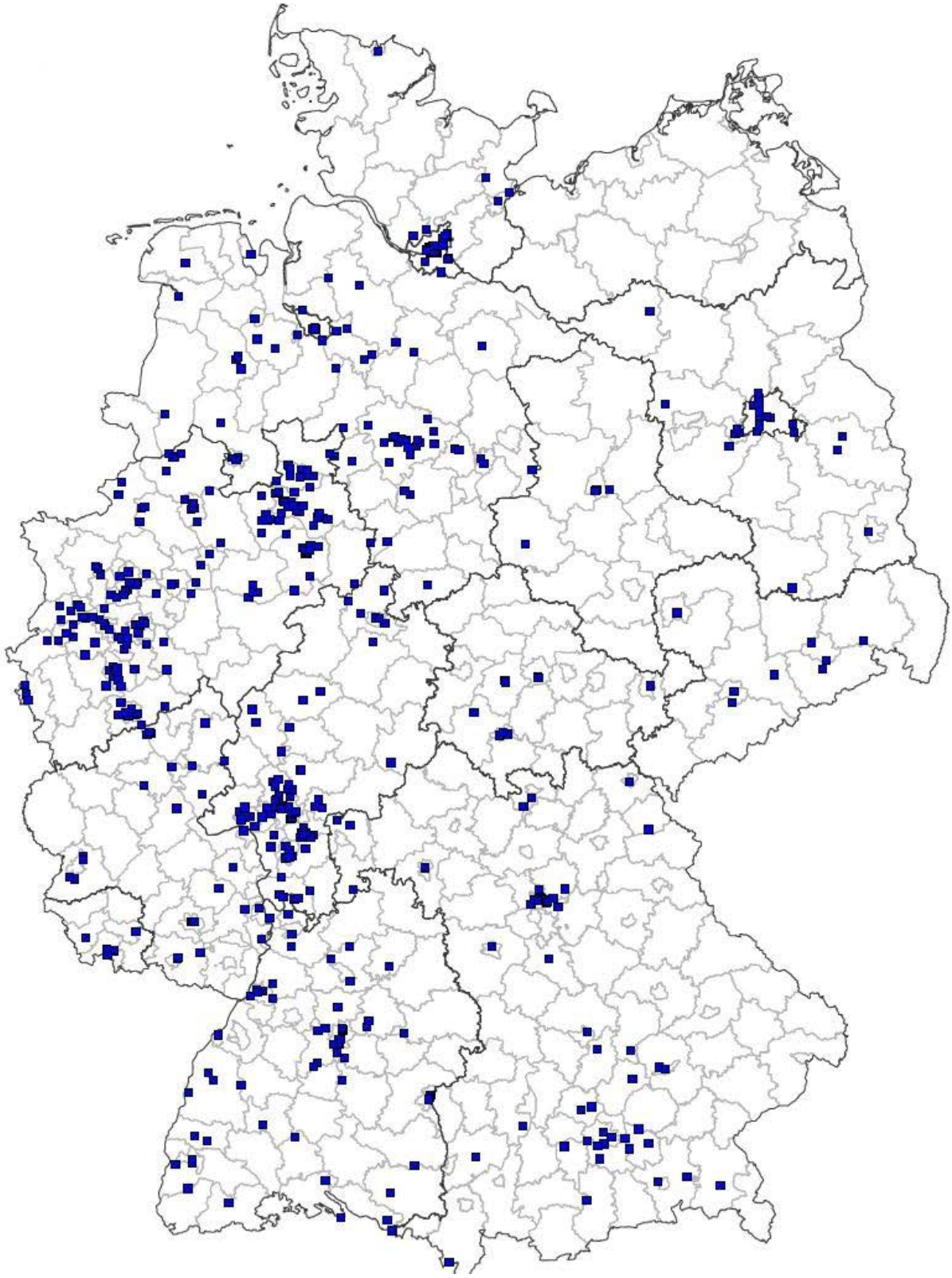
In good example 5, another network of the 'Offensive Mittelstand' (Advance good construction) is described in more detail.

In a nutshell, the 'Offensive Mittelstand' brings together relevant OSH stakeholders, develops and evaluates checklists for MSEs and qualifies consultants to support MSEs. There are also regional chapters of the organisation that access MSEs on regional level by for example offering workshops.

- **Results and evidence of impact**

So far, the network has more than 350 partners from companies, public and private institutions, associations and organisations. These partners work at national and/or regional levels to support small companies. In addition, there are 3,500 qualified consultants of the network all over Germany (as displayed in Figure 39.1) who were trained by the initiative to support MSEs.

Figure 39.1: Location of the 3,500 qualified consultants in Germany.



As there are several tools and activities, the actual evidence is hard to estimate — or at least hard to display. Therefore, its effectiveness can only be assumed on account of their long existence of more than 10 years and the increasing number of participating companies and institutions. This includes companies that become members of the initiative. The network started in 2005 with eight partners; in 2016, the number of partners was 379 (39 new partners for 2016) and there were 19 regional networks. These partners may approach the small companies in their region, but more importantly the network offers the possibility to discuss the changing and special needs of SMEs and it also tries to involve already existing networks and structures. The website of the 'Offensive Mittelstand' has more than 40,000 visitors per year[41].

In an interview with a member of the steering committee of the 'Offensive Mittelstand', the interviewed expert mentioned that the use of the tools and the visits on the websites had increased massively. However, he also stated that there are no actual data in addition to page visits and distribution of the tools. There are also no data on the size of the companies that use the tools or visit the websites.

Examples on the positive influence of the 'Offensive Mittelstand' on MSEs are presented on the website of the initiative, which was mentioned as proof of the success by the interviewee. As an example a bakery that successfully implemented changes according to the checks was described. In this example, a representative of the ministry came to visit the bakery in order to portray the company and create a role model for other MSEs.

In addition, interviewees of the OSH authority in Hamburg cited that the tools that were developed by the 'Offensive Mittelstand' and especially the GDA Orga Check are tools they recommend to their companies frequently because of their high quality and applicability in all sectors.

- **Learning from weaknesses and failures**

Currently there are 19 regional networks and some of them are very active, but a few are not. The main reason is that they only include consultants, but are lacking expertise from health insurances or other professionals. Some of the consultants are only interested in generating new jobs (e.g. by recruiting member companies for consulting), which is not the dedicated aim of the network activity (it is accepted as a supplementary result of the network, but not as main focus). Therefore, the 'Offensive Mittelstand' now focuses on involving various stakeholders from different sectors to combat this problem. In general, free consultants are highly valued for their contribution in the network, but there are some consultants who are trying to reach their aims rather than the aims of the network. In addition, it was shown to be effective to involve one of the largest regional institutions in the network in order to minimise the influence of single consultants[42].

Another barrier for success was mentioned by the interviewed member of the steering committee: according to him, especially the steering committee and the management level of the 'Offensive' have to put a lot of resources into the process to facilitate long-lasting progress. He mentioned that this may hamper the enthusiasm and motivation of some members when it becomes apparent that it takes a long time until a network is running sufficiently and they also receive something instead of only giving. Therefore, he concluded that the infrastructure of the initiative must be very good and involve motivated people.

He also mentioned that a short duration of some of the projects started by the initiative is a problem, because it is hard to get in contact with the companies and especially with MSEs. Therefore, the first phase of projects is always about recruiting participants and afterwards there is only a short amount of time left to care for the content of the specific project. Therefore, he appreciates the long existence of the 'Offensive Mittelstand', because it enables them to establish long-lasting communication paths to MSEs. It also facilitates the process of informing MSEs about OSH-related topics.

In the view of the interviewed expert, the 'Offensive' has mainly access to the companies that are better off (more innovative, well organised). However, also unorganised companies that are not completely clear about the value of integrating OSH in the daily business are reached, especially when there are

[41] Icks. A., Göbel, C., Aktuelles aus der Offensive Mittelstand — gut für Deutschland, 2016. Available at: https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/plena/protokoll_23/anlage_5_zu_top_5_plenum_9_11_2016_aktuelles_om.pdf

[42] https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/expertise_rnw_om_2016_0803_web.pdf

comparable companies that can serve as a role model. He also elaborated that there is a small amount of MSEs where the employer is not interested in OSH at all and according to the interviewee they are not reached by any measures and also the 'Offensive Mittelstand' and their checks are failing to reach them. It was stated that only penalties are a motivational factor for them.

Furthermore, the lack of evidence is another weakness of the 'Offensive Mittelstand'. As mentioned above, it is not measurable how many MSEs are actually reached by the initiative and how many of them accomplished one of the tools. There are several positive examples that are elaborated on, on the website, but there are no data representing the success of the network with regard to MSEs.

- **The future of the good example**

Despite the continuous development of the network, their tools and consultants, there is another change planned in the work organisation of the 'Offensive Mittelstand'.

The plan concerns the financial safety of the initiative: it is aimed to establish a foundation in order to collect and gain money for certain projects, also from the partners of the regional networks. At the moment, this is not possible on account of the organisation of the network. The network will still be free of charge for the partners.

The interviewee from the steering committee added that there will not be a restructuring of the content, but a constant implementation of OSH in other parts of the business (e.g. business development, innovation processes).

- **Conclusions**

The network aims to shape the structure in which MSEs work on various levels and, in doing so, it is supported by the voluntary working, commitment and enthusiasm of its partners. A success factor mentioned in an interview was the way the companies are approached: by involving relevant and regional stakeholders many companies can be reached — even though there are no clear data to prove it. In addition, OSH is not made a priority in communication, but a good work organisation and other topics related to the daily business of MSEs. By doing so it gets more attractive for owner-managers of MSEs who are mainly dealing with their daily duties and the economic safety of their companies rather than focusing on OSH. As an example, the interviewee explained that they also try to approach MSEs through their tax accountants. Every company has a tax accountant and thus the 'Offensive Mittelstand' recently started to provide trainings in OSH to them. The tax accountants can then convey their message to the companies they support. So far there are 'several hundred' (according to the interviewee) trained tax accountants.

In conclusion, the long time frame for the consistent development of the structures and the involvement and discussion among the relevant stakeholders, also on a regional level, are the most important success factors of the 'Offensive Mittelstand'. According to the interviewee it is relevant to bring together as many experts from various sectors as possible in order to facilitate discussions and distribute tools to the companies on a regional level.

In addition, the tools that were developed are easily accessible, are not too theoretic and are free of charge. The interviewee added that they do not include a 'moral pointing finger', but the use and the value of the instrument has to be visible for the managers of the MSEs.

The most relevant weakness of the example is the lack in evidence.

- **Transferability of the results**

As the network targets German SMEs and MSEs of all sectors, there is a high transferability.

The interviewee added that he also believes that the transferability of the 'Offensive Mittelstand' to other countries depends on the structure of OSH in the countries. Furthermore, the political situation was mentioned to be relevant and according to the interviewee it will only work in democracies. There have

already been several inquiries from other countries, for example from Egypt, Great Britain, Turkmenistan and Vietnam. He visited some countries to present their findings and the organisation itself. He mentioned that the problem with implementing such an initiative in another country is the time frame. It takes years to decades (INQA Mittelstand started in 2005) until it is proficient and relevant structures are developed. Therefore many investments of partners are necessary.

- **References, key literature, web pages and so on**

Web pages:

http://www.inqa.de/SharedDocs/PDFs/DE/Netzwerke/netzwerkverstaendnis-offensive-mittelstand.pdf?__blob=publicationFile

http://www.inqa.de/DE/Mitmachen-Die-Initiative/Unser-Netzwerk/Partnernetzwerke/Netzwerke/offensive-mittelstand.html

https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/expertise_rnw_om_2016_0803_web.pdf

https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/1506_inqa_regionalenetzwerke_om.pdf

https://www.offensive-mittelstand.de/fileadmin/user_upload/pdf/2016_06_08_kriterien_rnwom.pdf

Interview with a member of the steering committee of the ‘Offensive Mittelstand’.

Interview with the OSH authority in Hamburg in the context of WP3, task 2.

Good example 40. Knipperlichten — a tool for indicators for psychosocial risks at work - Belgium

Laurianne Terlinden and Monique Ramioul, Research Institute for Work and Society, Katholieke Universiteit Leuven (HIVA-KU Leuven).

Background

Psychosocial risks are, for the moment, one of the main challenges regarding OSH, but also with respect to the proper functioning of companies. This is the reason why the 'knipperlichten' tool was launched in 2014 by the Belgian Ministry of Labour, intending to raise (small) companies' awareness of the presence and seriousness of psychosocial risks, a first step in the prevention of these risks. The tool is the result of a research financed by the Dederal Public Service for Work Employment and Social Dialogue (FOD WASO) and conducted by UNamur and HIVA-KU Leuven in 2013-2014. Several actors sat on the steering committee of the project: external prevention services, the inspectorate, university OSH experts, the Institute for the Equality of Women and Men and so on.

Target group

This tool targets all Belgian employers, following the law of 2014, which places the focus on the employer's responsibility to determine the psychosocial risks exposure in their company and to design a risk management strategy specific to psychosocial risks. While larger companies call on external prevention services or other OSH providers to analyse their risks, SMEs instead look for a way to do it themselves with their limited (financial) means and OSH knowledge. Hence, this tool is especially adapted to (and was tested with) small enterprises.

Given the diversity of the target group, it is difficult to describe its vulnerability in more detail here. However, one can state that the tool especially reaches companies that have a certain interest in OSH and are looking for a tool to comply with the new law of 2014 regarding psychosocial risks.

Description of the good example

This tool aims to give a first indication of the presence and seriousness of psychosocial risks in a company to raise employers' awareness of the presence of psychosocial risks in their company, so they can take the necessary measures to prevent them. This tool uses warning indicators that are already available in companies but also leaves space for subjective evaluation. It is important to mention that it is not a substitute for an in-depth risk assessment.

The tool is available for free and is composed of two modules that must be completed by a task group composed of a selection of managers and operating employees. If an internal prevention advisor or another OSH expert is present in the company (i.e. in companies with more than 20 employees and in high-risks companies), they must also be part of the task group. If the number of employees is too large, or if the context requires it, separate task groups can be composed by department, establishment or occupation. The two modules that comprise the tool are:

1. a first, rapid evaluation based on objective and figured indicators (quantitative);
2. a detailed diagnosis if recommended based on the results in the first module (qualitative).

The first module contains 12 items and its structure can be found in Table 40.1.

Table 40.1. Indicators for psychosocial risk — Module 1

Indicators for psychosocial risks: Module 1				
Parameter		Data in figures for 20XX (year)	Criterion	Warning indicator
3.	Repeated short sick leaves	Number of workers who were several times (more than 3 times absent for a short time (less than 30 days) = …… .	The occurrence of such a pattern of short sick leaves the last year	Warning indicator 3 ☐ Yes

The score in terms of warning indicators is calculated and leads to the following advice:

- Green (zero, one or two warning indicators): Module 2 not essential
- Orange (three or four warning indicators): Module 2 is advisable
- Red (more than five warning indicators): Module 2 is necessary

The second module contains 15 items and its structure can be found in Table 40.2.

Table 40.2. Indicator for psychosocial risks — Module 2

Indicators for psychosocial risks: Module 2				
Parameter		Data in figures for 20xx (year)	Criterion	Warning indicator
3.	Undesired behaviour from a third party	Number of incidents that started from a third party (verbal or physical violence or other form of cross-border behaviour from a person outside the company) of which workers were victim = …… ……..	The occurrence of such incidents the past year: ▪ Rarely or never: 0 ▪ Sometimes: 1 ▪ Regularly: 2 ▪ Very often: 3 How would you assess the importance of such incidents? ▪ We have not heard about such an incident: 0 ▪ Most of these incidents were minors: 1 ▪ Several of these incidents can be considered as serious: 2 ▪ Such incidents are often serious: 3	…/6

The total score for all indicators is calculated on a total of 65 and leads to the following advice:

- Green (from 0 to 19): keep following the warning indicators. If you have one or two warning indicators, give it priority. We advise you to fill in this table each year.

- Orange (20 to 39): we advise you to read the 'guide for preventing psychosocial risks at work', to make a deep risk assessment in this field and to set up an action plan. When doing this, pay special attention to the problematic indicators.
- Red (40 to 65): it is high time you consult the 'guide for preventing psychosocial risks at work' and start a deep assessment of the psychosocial risks. It is important to link an action plan to this. We would advise you to ask support from an expert, such as the (external) prevention advisor for psychosocial risks, the occupational doctor or other experts. You can use the instruments that are offered on the website of the Ministry of Labour.

The 'guide for preventing psychosocial risks at work' that is referred to is a guide which was made by the Ministry of Employment especially for MSEs to help them setting up a psychosocial risks prevention strategy that can be integrated in the global risk management. To do so, the guide defines risks, gives prevention principles and describes in detail the different steps to take to set up a real prevention policy. The suggested solutions recommend collective measures that take account of labour organisation. The guide also describes the actors to involve and inform about available tools. The guide is available for free.

The detailed manual offered with the tool mentions that companies with a 'green' score may keep to this pre-diagnostic stage, on the condition that it keeps dealing with actions to prevent psychosocial risks and keeps its finger on the pulse. The indicators must then regularly be filled in to be sure the situation does not deteriorate. It does thus suppose that companies already have such preventive actions in place.

- **Results and evidence of impact**

The tool has been tested during its elaboration in 16 enterprises in different sectors and in the three regions of the country. The feedback from MSEs that tested the tool is used here for the evaluation. The tool is reported to be a good way to track risks that have never been discussed before, even if one knows it is present in the company, and to start taking measures to prevent them. However, some managers of micro companies where there is no internal prevention advisor observe that they are not comfortable taking the role of president of the task groups, and would prefer having an external person (e.g. from the external prevention service) who also has the needed expertise on that topic to lead the task groups. However, this is not consistent with the first aim of this tool, which is to allow small companies to do this by themselves and avoid the extra costs of external help. There is no evaluation of the impact of the tool in the longer term in these companies, and if it has actually been repeated every year, as planned by the test companies.

The tool has been presented at several occasions: training of the internal prevention advisors, meeting of the trustworthy persons' network and so on. In 2016, three half-days with 12 to 15 participants each time have been organised to go deeper into the tool.

Table 40.3 shows the number of times the tool has been downloaded from the website of the Ministry of Labour, by language (Dutch and French). No further information is available on the person/company that downloaded it and the use they made of the tool.

Table 40.3. Number of times the tool has been downloaded, by language

Period	Downloads NL	Downloads FR
November 2015 (launching)	26	12
December 2015	131	315
January 2016	323	192
February 2016	641	291
March 2016	449	301

Period	Downloads NL	Downloads FR
April 2016	299	298
May 2016	242	237
June 2016	491	298
July 2016	204	180
August 2016	265	143
September 2016	291	164

- **Learning from weaknesses and failures**

This tool does not replace an in-depth risk analysis, but allows a basic diagnosis of the situation in the company. Some companies do however confine themselves to this. It is argued that including this tool in a wider tool (e.g. the VCA certification) would ensure that companies go further than the diagnosis.

- **The future of the good example**

The tool is still promoted by the Ministry of Employment at different occasions (trainings, conferences about OSH in general or about psychosocial risks and so on). As illustrated in Table 40.3, the number of downloads stayed quite stable, with some peaks after disseminating the information. The hard copy of the tool is also distributed during the different events.

- **Conclusions**

This tool is an easy way for companies, especially small ones, to make a (relatively rapid) diagnosis of the psychosocial risks in the company. It is based on data that are normally easily accessible in all companies, and adds a qualitative part to go deeper into the problems revealed by the figures. While the tool is generic, aimed at Belgian companies in general, regardless of the sector, the questions are recognisable by everyone. Still, the use of this tool is voluntary and does not replace an in-depth risk assessment. Hence, one can assume that it is mainly used by the ones who are motivated to take a first step towards a better psychosocial working environment and feel confident enough to start doing it themselves, without the help of (payed) external expertise.

- **Transferability of the results**

The tool is designed to be used by companies from all sectors. It is partly based on data that have to be systematically registered in Belgian companies (such as absenteeism, occupational accidents and so on). It should be easily transferable to other countries where these data are also easily available for companies.

- **References, key literature, web pages and so on**
  - Interviews with the research team who developed this tool (HIVA — KU Leuven and UNamur).
  - Interview with the project manager at the Federal Public Servce of Work Employment and Social Dialogue (FOD WASO).
  - Web page of the tool: http://www.emploi.belgique.be/publicationDefault.aspx?id=44167

- Final report on the tool's development (Valérie Flohimont, Monique Ramioul, Charlotte Lambert, Jan Van Peteghem, Joëlle Berrewaerts and Martin Desseilles. (2014). Conception d'un outil: indicateur d'alerte pour les risques psychosociaux en entreprise).
- Data from the Ministry of Work's communication department on number of downloads.

Good example 41. A tool for the risk assessment and risk management of work-related stress - Italy

Enrico Cagno and Guido J.L. Micheli, Department of Management, Economics and Industrial Engineering, Politecnico di Milano (POLIMI).

In collaboration with Cristina Di Tecco, Department of Occupational and Environmental Medicine, Hygiene and Epidemiology, INAIL.

Background

According to the Italian regulatory framework, there is a demand for the assessment of risks associated with work-related stress. The INAIL (Istituto nazionale Assicurazione Infortuni sul Lavoro (Italian workers compensation authority)) has developed a methodology for the assessment of work-related stress as an integrated management risk approach comprising two main assessment phases: a preliminary assessment (using a checklist for measuring objective and observational risk indicators of work-related stress) and an in-depth assessment (using a validated questionnaire to collect employees' perceptions of work-related stress risk factors) (Persechino et al., 2013; Rondinone et al., 2012). The methodology for assessing and managing the risks of work-related stress was made available to anyone wishing to access it by the Department of Occupational Medicine, formerly ISPESL (Istituto superiore per la prevenzione e la sicurezza del lavoro (Superior Institute for Prevention and Safety in the Workplace)), in May 2011. Development of the project is still ongoing. Today, INAIL is the organisation responsible for the method, which is integrated into the experiences of the Interregional Technical Coordination for Prevention in the Workplace and the National Network for the Prevention of Work-related Psychosocial Disorders.

Target group

The methodological proposal offered by INAIL is targeted at all organisations who must assess and manage risks associated with work-related stress according to national legal requirements (D.Lgs. 81/08, Art. 29 — procedure of performing the risk assessment). In principle, the target group encompasses all enterprises regardless of sector and size.

Description of the good example

The aim of the methodological approach is to provide organisations with a useful guide for assessing and managing risks associated with work-related stress. Reducing stress at work can lead to greater efficiency and improved OSH, with consequent economic and social benefits for companies, workers and society as a whole. This methodology aims to provide a logical path resulting from a thorough and long-lasting research process, providing both employers and health and safety representatives with a 'step-by-step' guide to managing risks associated with work-related stress. It involves the same basic principles and processes as all types of risk assessment covered by the current regulatory framework, through a simple and — at the same time — rigorous approach to the use of validated instruments.

A series of resources and tools accessible to all companies before registration are offered free of charge. All of these network supports (resources and tools) can be used voluntarily in order to check that the company is aware of and is in control of the risks associated with work-related stress. In addition, the risk assessment of work-related stress is required by law, and the methodological process made available by INAIL allows organisations to assess and manage work-related stress, answering to at least the minimum level of implementation of this obligation.

The methodological path consists of a modular approach with different phases and respects the specific differences in enterprises throughout the country; it ensures the minimum level of implementation of the obligation, allowing a scientifically validated full assessment and ensuring coordinated, integrated participation of workers and health and safety representatives. In regard to the assessment phases, the methodology offers a checklist for the preliminary assessment of objective and verifiable indicators of

stress at work. This checklist is effective for all kinds of enterprises irrespective of company size. A questionnaire is provided for in-depth assessment, which is the Italian version of the Indicator Tool developed by the HSE in the United Kingdom.

It is worth noting, however, that no matter the adopted approach or the organisational typology/size, the involvement of all actors must be ensured to enable them to take active part in assessing and managing work-related stress. The Ministry of Labour and Social Policy has defined principles on which work-related stress risk assessment relies. One of these is the 'identification of a methodology applicable to all types of organisation.' Furthermore, the Consultative Commission (entity representative of the central government, the regions and the social partners and responsible for development and implementation of preventive and protective measures) indicates that the assessment process must be performed 'not on the single worker but on homogeneous groups of workers … exposed to the same type of risk, identified independently by the employer depending on each specific organisational structure,' and 'the assessment should cover all female and male workers, including senior management and line managers.' From the above, the only thing to keep in mind is to apply the tool to the same group of workers (i.e. exposed to the same type of risk); however, nothing prevents the tool from being applied to different types of companies without losing quality in the results. This simply comes from the fact that the tool has been tested and validated on a relatively large number of companies regardless of their type and size, thanks to the intrinsic adaptability of the tool in any content and context.

The methodology provided by INAIL is based on the risk management paradigm, which is a dynamic and ongoing process that, starting from the identification and estimation of risk, clarifies the resources, strategies and essential actions needed to correct and prevent risk. This methodology (refer to Ronchetti et al., 2015) consists of four main phases, each essential to arrive at a correct identification and risk management of work-related stress:

1. preparatory phase;
2. preliminary assessment phase;
3. in-depth assessment phase; and
4. interventions planning phase (monitoring and intervention).

Before starting the assessment, it is necessary to actually 'prepare the organisation', which is a key element to other forms of evaluation processes and particularly to the risk assessment of work-related stress. Preparation of organisations is articulated in three different moments: establishment of steering group (this may just involve a couple of people within a rather small organisation); development of communications and employee engagement strategy (again, the 'formal' engagement may significantly vary depending on the size of the company); and development of a risk assessment plan. Therefore, in this 'communicative' phase it is important to provide all the employees — including managers and supervisors — with a proper amount of information. It is noteworthy that this kind of involvement may be easier to achieve in MSEs than in companies with a large number of workers.

To support the work of the steering group, a preliminary assessment tool has been developed. This instrument is a checklist that provides a number of indicators that are subdivided into three different 'categories' (sentinel events (adverse events of particular gravity), work content factors and work context factors), and is the start of the preliminary assessment. The checklist identifies a number of broad parameters that are typical stress indicators with respect to sentinel events, job content factors and job context factors. Employees and their representatives for health and safety should be involved in completing the checklist sections related to job content and context factors to guarantee their active participation and to include several views.

Subject to the obligation expected by the Consultative Commission, to perform the assessment process on homogeneous groups of workers, one or more checklists must be completed, depending on the organisational complexity, taking into account, for example, different organisational partitions and/or homogeneous tasks. In cases of high-risk levels in an identified area, suitable corrective actions are required (for example, organisational, technical, procedural, communication, and training interventions) with respect to those content/context indicators with the highest risk levels. Successively, even through the use of checklists, the effectiveness of implemented actions must be evaluated; if they prove ineffective, an in-depth assessment must be performed.

An in-depth assessment consists of an 'evaluation of the employees' perceptions' aimed at identifying and characterising the risk for work-related stress and its causes. This process goes hand in hand with and integrates the analysis of the indicators conducted in the preliminary assessment but cannot replace it. The in-depth assessment represents a precious opportunity to improve understanding of the health of an organisation and its employees and to better identify risks in those areas (e.g. helping professions, call-centre agents, air-traffic controllers and so on) where, as a result of operational or technical reasons, risk characterisation appears so complex that it cannot be determined only through the use of checklists. The Indicator Tool represents the 'instrument' designed to evaluate workers' perceptions and consists of 35 items measuring *working conditions* that are recognised as potential causes of work-related stress. These working conditions correspond to the six organisational factors of the Management Standards Model. This model covers six key areas of work content and work context, namely demands, control, support, relationships, role and change. *Standard Support* is subdivided into *Manager Support* and *Peer Support*. In each of the standards, the 'what should be happening/states to be achieved' section defines a desirable set of conditions for organisations to work towards. Once data have been recorded, the tool produces a tab and assigns a score and a colour for each of the six management standards. Results offer a comparison with the national cut-off by positioning companies for each of the management standards that identify a level of risk (green and blue = low or moderate risk; yellow = medium risk; red = high risk). The tool may also permit the development of an analytical approach to each standard and gain a better understanding of the risk levels relative to the single items that each standard is made up of in order to optimise the action plan and to schedule time into them.

Focus groups, despite their methodological limitations in MSEs, may help transform the risk assessment findings into programmatic and corrective actions; in fact, focus groups may prove effective in managing those steps where the direct involvement and participation of workers must be guaranteed (e.g. in-depth assessment and/or analysis of results). Focus groups can be particularly helpful in raising specific issues relevant to the organisation and transforming data obtained in the previous phases. Ensuring adequate employee consultation and providing opportunities for employees to directly take part in the process remains essential.

In summary, the tools that comprise the integrated methodological approach that is highlighted in the manual 'Risk Assessment and Management of Work-Related Stress' are:

- *Preliminary assessment checklist.* The assessment management group may use one checklist for the whole company (small enterprises) or one checklist for each homogenous group of workers in larger organisations.
- *Indicator Tool.* This is a useful tool for the in-depth assessment phase. This questionnaire is developed for the evaluation of the subjective perception of workers and is useful for the identification and characterisation of the risk of work-related stress and its causes. It is meant to be applied to homogenous groups, in an effective manner, in all companies with 10 or more workers.
- *Guide to the adaptation methodology of focus groups in the process of the assessment and management of risk associated with work-related stress.* This is a tool for assisting with the management of those passages that require the direct involvement of employees, both during in-depth evaluation and the analysis of the results obtained.
- *Web platform where companies can access the tools and useful documentation through free registration.* Using the web platform, companies can insert data collected through the checklist and questionnaire and draw up a report of the results to insert into the risk assessment document.

The INAIL methodology, including all assessment tools and supporting documentation, is available for free to companies after registering on the INAIL online platform. This platform consists of a real operational web interface, where users can access online tools provided by the methodology (checklist and Indicator Tool), find useful documentation for further study and produce evaluation reports (including identification of the levels of risk). Therefore, by registering for free at the INAIL platform, companies have full access to the resources available in a reserved area useful for processing data collected in the assessment phase.

- **Results and evidence of impact**

The strength of the methodology is that it appears to be a solid and scientifically based tool that can be used in a sustainable manner by companies through the active involvement and participation of all figures of prevention in the company (health and safety manager, occupational health physician, workers' representative for safety). Thanks to the online platform, enterprises can download all necessary and useful documentation, and can have easy access to the use of the assessment tools. The tools are also easy to fill in and they generate reports that help complete the information collected.

The main problem related to the use of the platform is the way in which the methodological approach is implemented. Recent studies have shown that certain aspects of the process, if not implemented by the company, lead to significant differences in results with the possibility of underestimation of risk. These aspects include: employee engagement, carrying out a preparatory phase for organisations and lack of training. However, the INAIL methodology is a good practice for implementing policy at the national level and to explore how to overcome the gap between policy and organisational practice.

Although the Indicator Tool proves to be effective for organisations with 10 or more employees (Rondinone et al., 2012), it may also be used by smaller organisations, taking into consideration the methodological limitations of using a questionnaire on a small number of respondents. The proposal suggests the use of more suitable techniques for collecting data in small enterprises; for instance, focus groups or semi-structured interviews can also host an in-depth discussion on the information collected. Finally, according to the indications of the Consultative Commission, smaller organisations with up to five employers may find it useful to adopt a shared approach to discussion through regular meetings, which is what usually happens.

In regard to scientific evaluation, several studies have been conducted and published by INAIL on their methodology, and many are still in progress. Some of the published studies aim towards an in-depth analysis of both the methodology and the psychometric characteristics of the tools offered. In particular, the factorial structure of the Italian version of the Indicator Tool was tested on 65 Italian organisations (6,378 workers) through Confirmatory Factor Analysis (CFA) on the 35-item 7-factor model. The results showed acceptable fit to the data. These findings show that the HSE model adapts satisfactorily when used in a sample of Italian workers (Rondinone et al., 2012).

Recent studies conducted by the Department of Occupational and Environmental Medicine, Epidemiology and Hygiene of INAIL are focusing on the contextualisation of the methodology on the basis of specific requirements related to the relevant sector and company size. In particular, as part of the recent project funded by the Ministry of Health, additional tools for the social and health sectors (which are particularly at risk in respect to work-related stress) and for SMEs will be tested in collaboration with the University of Bologna and the University of Verona.

The instrument was also used for the analysis of differences in work conditions and risk levels resulting from work-related stress, as a result of socio-demographic and/or labour market characteristics. Study results showed that the assessment and management of risks associated with work-related stress has to consider — both singularly and in combination — specific socio-demographic and occupational risk factors such as gender and age, educational level and job status, shift work, commuting time, and temporary fixed-term job contracts (Marinaccio et al., 2013).

A recent follow-up study conducted by INAIL on companies that used all the methodological paths constituted by the four phases detailed earlier — (1) the preparatory phase, (2) the preliminary assessment phase, (3) the in-depth assessment phase and (4) the interventions planning phase — explored the usefulness and effectiveness of the methodological approach and tools, and ultimately investigated how the methodological approach was applied (in terms of employee involvement, motivations behind the in-depth evaluation, types of interventions developed and so on) in order to determine which factors contribute to the quality and effectiveness of the results (Di Tecco et al., 2015).

The number of companies registered on the platform that have uploaded the INAIL methodology seems to grow day by day. In May 2016, the usage data of the online platform showed that 7,000 companies had registered, 14,000 had created homogeneous groups, 7,400 had compiled checklists and more than 96,000 had loaded questionnaires. Recently, in order to ensure cleanliness and robustness of the data, a sample of companies was selected to monitor the use of the tools; all incomplete data or data from users who had improperly used the tools (e.g. by inserting more company data using a single account) was excluded. After cleaning up the data, the monitoring sample was as follows: 2,128 companies were

monitored, 5,301 compiled checklists, 66,188 completed questionnaires and 8,793 created homogeneous groups. The majority of the companies came from northern Italy (62 %), with 22 % from central Italy, and the remaining 16 % from the south of Italy and the islands. Concerning company size, 61 % were small companies (fewer than 50 employees), 17 % were medium-sized (between 50 and 249 employees) and 14 % were large (8 % missing data). The productive sectors most represented were manufacturing (18.8 %); professional, scientific, and technical (14 %); health and social work (12.6 %); other activities (10 %); and trade (9.6 %) (C. Di Tecco, INAIL, 28 November 2016, personal communication).

- **Learning from weaknesses and failures**

The main problem related to the use of the platform is the way in which the methodological approach is implemented. As reported above, recent studies have shown that certain aspects of the process, if not implemented by the company, lead to significant differences in results with the possibility of incurring an underestimation of the risks. These include employee engagement, carrying out a preparatory phase for the organisation and lack of training. The latter may be even more pronounced in the MSEs, and for this reason INAIL significantly reinforces the need to follow the entire methodological process at all stages. However, it is necessary to continue to increase the awareness level of companies. In addition, the general methodology should be compared with instruments adjusted to the specific requirements of the sector involved (or the type of company). In fact, recent research on INAIL is oriented around these concerns. Nonetheless, the INAIL methodology is a good practice to implement as a policy at the national level towards overcoming the gap between policy and organisational practice.

- **The future of the good example**

In the coming year, INAIL will launch a new edition of the methodology manual, which provides an update of both the state of knowledge on the risks associated with work-related stress, and the guidelines to follow for a correct implementation of the evaluation process and risk management through INAIL methodology. In addition, new tools and documents will be continuously published on the platform in line with the obtained evidence.

The recent project that was funded by the Ministry of Health and coordinated by INAIL developed a set of tools to be disseminated to companies, including the electronic factsheet, which is differentiated for each of the main labour sectors:

- banking sector;
- trade/industry large-scale retail trade;
- trade sector (hotel-restaurant-catering);
- education sector;
- manufacturing sector;
- municipal police and private security sector;
- healthcare sector;
- telecommunications;
- transport sector.

- **Conclusions**

The INAIL methodology represents a path that, from benchmarking the main European models for the assessment and management of risks associated with work-related stress, gives businesses that need to carry out the assessment of such risks approaches and scientifically robust tools adapted to both national experiences and Italian regulatory requirements. It is a modular course, which requires the active participation of all the prevention stakeholders in the company, and adapts itself to each of the companies that use it, especially for organisations with 10 or more employees, on which the methodology has been validated. In fact, the questionnaire was structured to fit most SMEs, and has been validated scientifically for them (Rondinone et al., 2012). The methodological path and tools are

available to businesses through an online platform with free access after registration. The wealth of data collected through the online platform allows the continuous updating of current research over time. The path is therefore also easy to use and sustainable for small businesses. Studies undertaken by INAIL will also allow the integration of the tools provided with additional tools most suited to the needs of MSEs or the peculiarities of the sector (further data on the number of MSEs that have applied the methodology will be available soon).

One of the strengths of this model is that it can be used by companies in a fully independent way, without using external resources. For this reason, both managers and the persons in charge of prevention within companies take on a central role throughout the methodological procedure. Thanks to the direct involvement of workers in the assessment phases, it is possible to obtain detailed and specific information on risk factors. Therefore, the INAIL methodology represents an integrated approach not only in terms of methodology, but also from a practical/operational point of view (Marinaccio et al., 2013). By combining the points of view of the different company actors (OSH professionals, employers and employees), it is possible to obtain an overview of the problems linked to working conditions, which is mainly useful in identifying appropriate corrective and preventive measures in order to manage the sources of risk.

- **Transferability of the results**

As for the transferability to other national contexts, we know that the process is based on reliable scientific experience aimed at testing and validating both the Management Standards Model (illustrated in the introduction) and the tools used all along its phases. The Italian translation, contextualisation and adaptation of the HSE methodology as well as the validation of the Indicator Tool are the result of a long research process involving more than 6,300 workers from all parts of the country, numerous organisations, universities and institutes within the Italian National Health Service.

The INAIL experience can be a guide on how to adapt an existing method (such as the HSE Management Standard) to specific experiences and different national contexts, including the re-adaptation to different regulatory requirements. In fact, the INAIL methodology started from an English model, adopting their philosophy, steps and tools (e.g. Indicator Tool), but has also integrated the model with useful tools that can be moved to different realities (checklists, online platform and identification document of homogeneous groups). Therefore, it is essential to consider the potential of transferring such experience to other countries, even for the utility and ease of use demonstrated by the reported experience of companies.

- **References, key literature, web pages and so on**

The current overview has been compiled from web-based sources, drawn up in collaboration with Dr Cristina Di Tecco, PhD (Occupational Psychologist, Department of Occupational and Environmental Medicine, Hygiene and Epidemiology, INAIL), who was responsible for the data retrieval, first draft and intermediate revision of the document.

https://appsricercascientifica.INAIL.it/focusstresslavorocorrelato/index.asp

http://centrostresslavoro-lazio.it/

https://www.INAIL.it/cs/internet/docs/allegato_convegno-stress.pdf

http://centrostresslavoro-lazio.it/slc_beta/wp-content/uploads/2015/04/Brochure_SLC_web.pdf

http://centrostresslavoro-lazio.it/slc_beta/wp-content/uploads/2015/08/Opuscolo-stampabile.pdf

http://centrostresslavoro-lazio.it/slc_beta/wp-content/uploads/2015/05/Opuscolo-interattivo-web.pdf

Di Tecco, C., Ronchetti, M., Ghelli, M., Russo, S., Persechino, B. and Iavicoli, S. (2015). Do Italian companies manage work-related stress effectively? A process evaluation in implementing the INAIL methodology. *Biomed Research International,* Vol. 2015, 2015, Article ID 197156, 10 pages, 2015. doi:10.1155/2015/197156

INAIL (2014). Indagine nazionale sulla salute e sicurezza sul lavoro. Milano: Tipografia INAIL.

INAIL (2011). Valutazione e gestione del rischio da stress lavoro-correlato. Milano: Tipografia INAIL.

Marinaccio, A., Ferrante, P., Corfiati, M., Di Tecco, C., Rondinone, B.M., Bonafede, M., Ronchetti, M., Persechino, B., and Iavicoli, S. (2013). The relevance of sociodemographic and occupational variables for the assessment of work-related stress risk. *BMC Public Health,* (13)1, 11-57.

Persechino, B., Valenti, A., Ronchetti, M., Rondinone, B.M., Di Tecco, C., Vitali, S. and Iavicoli, S. (2013). Work related stress risk assessment in Italy: A methodological proposal adapted to regulatory guidelines. *Safety and Health at Work*, Vol. 4, 95-99.

Ronchetti, M., Di Tecco, C., Russo, S., Castaldi, T., Vitali, S., Autieri, S., Valenti, A., Persechino, B. and Iavicoli, S. (2015). An integrated approach to the assessment of work-related stress risk: Comparison of findings from two tools in an Italian methodology. *Safety Science* (80), 310-316. doi:10.1016/j.ssci.2015.08.005

Rondinone, B.M., Persechino, B., Castaldi, T., Valenti, A., Ferrante, P., Ronchetti, M. and Iavicoli, S. (2012). Work-related stress risk assessment in Italy: The validation study of Health Safety and Executive Indicator Tool. *Giornale italiano di Medicina del lavoro ed Ergonomia* (34)4, 392-399.

Good example 42. 'Mavimplant' — a tool supporting the good design of workplaces - France

Sandrine Caroly and Déborah Gaudin, Pacte Laboratory, Université Grenoble Alpes.

Background

Many OSH problems can be prevented through good planning and good design of workplaces. The French tool 'Mavimplant' is a method aimed at providing recommendations to owner-managers of MSEs for workplace design including architecture, design of premises and equipment. Renovation and building can be simulated on a virtual 3D model, which shows workspaces and equipment, workstations and workrooms. The 3D model provides support in implementing an OSH approach in the design of new and renovated premises.

This project, started in 2012, begun in two sectors: bakery and garage. It is currently being extended to other jobs. It was initiated by the INRS in partnership with the prevention network of social security, named CNAMTS. The INRS is responsible for the Mavimplant tool and cooperates with several partners that contribute to the development of tools in MSEs. The collaboration varies according to the field. In the bakery sector, the partner is the National Institution of Bakeries. In the garage sector, partners are the three professional federations: the National Council of Automobile Professions (CNPA), the National Federation of Automobile Crafts (FNAA) and the French Federation of Bodywork (FFC). These professional associations contribute to giving information and providing support to end users as well as ensuring the dissemination of the tool in their sectors.

Target group: owner-managers of MSEs

Mavimplant helps MSE owner-managers to design specific workplaces and it has been developed specifically for bakeries and garages. These sectors are dominated by MSEs. The level of education in both sectors is mainly vocational training. Overall, the work practice in these sectors is focused on manual work, including working technique and handling of equipment and machines. Garages have somewhat more elaborate administrative routines as their repair work is governed by the use of manuals provided by car producers and consequently they need to comply with these technical manuals. For their part, bakeries have to comply with food safety and hygiene requirements.

Despite these demands for compliance, the companies using the Mavimplant tool have a low bureaucratic system. Bakeries and garage companies are not used to developing written guidelines, manuals and management systems by themselves.

Enterprises in the food service and in the car repair have a direct relationship with private consumers (B2C). They face medium competition, where both price and quality are important.

The target group's vulnerabilities are moderate. In garages and bakeries sectors, there is a development of loyal customers. The market competition is at a low level, even if supermarkets and the retail industry offer lower prices with a lower quality. The employees are vocational workers with a good professional training and competencies. The turn-over of workers is low.

Mavimplant has been launched in two pilot sectors: 'baking and pastry making' and 'car maintenance and repairs'. It has been decided to continue developing this kind of tools for other sectors and the ones prioritised are traditional restaurants[43] and industrial logistics. The sectors have been selected based on the need for prevention, which has been evaluated according to information about the numbers of companies concerned, the number of workers at risk, the claims rate and the type of occupational accidents. Other factors that have been considered are the availability of partners to participate in joint actions and their experience in workplace design.

[43] Restaurants that sell food and drinks for on-site consumption.

- **Description of the good example**

The aim of the Mavimplant tool is to allow the owner-managers of MSEs to design specific workplaces autonomously and online. On the web application (free of charge), the tool helps them at a critical juncture to predict the major investments needed for the prospective workplace. The users can be guided in several design steps: the building, the spatial organisation of the workflow including equipment layout, workers' positions and so on. Information and guidelines on OSH requirements and workplace design good practice are given by the software at each step of the user's project. The tool is interactive and the user can, for example, put 3D objects in the mockup.

The major risks that Mavimplant takes into account are falls and manual handling. Other risks are related to the characteristics of the environment according to the workstation: noise, lighting, chemical and electricity. The risks linked with the work organisation are also relevant.

The dissemination of Mavimplant tool is made through several channels:

- Education/training: in vocational training schools. Teachers propose a project building about new bakery workplaces.
- Advisory services/outreach activities aimed at MSE owner-managers. Professional association (in the food service and the car repair) offers their members technical assistance on the use of MavImplant. The advisors of CARSAT and the counsellors of INRS make training and information to incite the company to use this tool. The professional association also demonstrates the tool at trade fairs.
- Information: by partners to use the INRS tools.

The dissemination strategy for informing the MSEs owner-managers of the various sectors is to rely on professional associations. Then, trade branches also organise training addressed to advisors who help companies to learn how to use the tool and workshops addressed to MSEs managers in order to facilitate their appropriation of Mavimplant. The dissemination of this tool is also made through trade press and exhibitions at trade shows.

A strong incentive for owner-managers using Mavimplant tool is that it can increase productivity through anticipating risks and reducing the risks of mistake, by designing better workplaces and workflow as well as preventing costly design mistakes.

The use of Mavimplant is voluntary and access to the tool is free. The motivation or drivers for using Mavimplant is that the MSEs' owner-managers lack the time and competencies to say what they need in a design project, especially to integrate OSH in equipment, production areas and work organisation. The motivation is economic (getting the best value from a financial investment) as well as the improvement of the technical equipment, the productivity and the wellbeing of workers at work. The primary motivation for interviewed owner-managers using Mavimplant is not safety issues, but rather the practical side of this tool, which provides assistance in the building process of an architectural project, such as how to set up their future premises or where to put the equipment. Knowledge about safety and hygiene rules is integrated in the software and this makes users aware of prevention. However, this is not the prime motivation for owner-managers in bakeries or garages to use Mavimplant.

The content of Mavimplant allows the introduction of OSH issues upstream in the project, making it possible to implement actions 'at source'. Some risks related to equipment can be anticipated in order to prevent accidents, some work situations can be improved due to a better efficiency in the production process and so on. At the design step, prevention goes along with productivity: good practices, requirements and new ideas for the project.

Mavimplant is an online tool for building a 3D mockup workplace. This kind of support helps MSE managers to design the workplace in a way that includes an OSH approach. This tool provides advisory services, information and education (learning by doing) adapted to the needs of MSEs.

In the framework of a conception or a modernisation project, it might be used by project owners (clients) in order to specify their request and their particular needs. Then, Mavimplant helps to create a dialogue between the MSEs' owner-manager and the architect. It is a support to organise exchanges between all the stakeholders with a 3D mockup (e.g. the manager and the architect can share the mockup online), and a written document with the talking points on equipment, building and working areas, workflow or traffic lines.

The tool is adapted to respond to the needs of the sectors, bakeries and garages such as specific rules, kind of risks, types of equipment. Therefore, the online application tool is different for the bakery sector and the garage sector.

- **Key success factors**

The target group of Mavimplant is MSE owner-managers. The involvement of a sustainable partner in a professional organisation is necessary and essential to support the Mavimplant programme and to make it known in MSEs.

The key of the positive implementation of Mavimplant is the capacity of the INRS to establish the cooperation with partners, notably the professional organisation or training association. These partners are an effectively real support for disseminating the tool to the target group and to other groups.

Building awareness of this tool among equipment installers or manufacturers (e.g. in the bakery sector, the baker's oven or the kneader) is also essential in order to make managers aware of and to encourage them to use Mavimplant.

The easy access to free-of-charge tools is adapted to the needs and context of MSE manager activity. The possibilities for discussing different design option about a project with current/future users and specialists, taking account of all the various actors involved by workplaces, is very appropriate for the creation of new workplaces.

The web application varies according to the sector and it is adapted to the context and the needs. The online tool is a new technology with an attractive feeling for the user (pleasure of informatics support, user-friendliness of the software, gaming and playful aspect of 3D mockup).

In the bakery sector, Mavimplant is used as a learning tool in training course (licence level). It has to be tested during an architectural project (PACA Contest — Bakery of the future). Three groups of 12 apprentices did this project. An evaluation of the use of the tool by the apprentices is scheduled for January 2017.

- **Results and evidence of impact**

There is no scientific evaluation of Mavimplant. The qualitative assessment of the tool is in progress (2017), and users' feedback will be collected in both pilot sectors (garage and bakeries). The companies reached in the two sectors are mainly micro companies but many small companies are also reached:

- 88 % with 1 to 9 workers;
- 10.5 % with 10 to 49 workers;
- 1.5 % with more than 50 workers.

The evaluation of the impact of the good example in participating companies is:

For bakery:
560 different users on the website/month;
2,348 web pages visited on the website of Mavimplant/month;
21 new user accounts/month (134 total);
14 new 3D projects created/month.

For garage:
504 different users on the web/month;
2,509 web pages visited on the website of Mavimplant/month;
22 new user accounts/month (142 total);
16 new 3D projects created/month.

The tool is used anonymously. Therefore, there is no systematic analysis of feedback and opinions of users concerning the utilisation of the tool and its impact on project design. When stakeholders speak about this tool, they generally have a positive perception of it: helping, facilitating good questions, giving information about the adapted material related to the sector, the potential constraints workplace

and improvement of dialogue with other stakeholders. However, this feedback may be biased because we do not have the direct perception of users facing difficulties with the tool.

Users' feedback to professional organisations highlight several positive aspects of the use of Mavimplant. It allows visualising in 3D of the premises with the equipment; this helps to confirm hypotheses on implementation scenarios and to save time on the production of a model. On the other hand, this tool seems not really used for a participative approach like having a discussion with the architect on the basis of the programme's report (with a synthesis enabling to ask questions between the owner-manager and the architect). Owner-managers delegate quite quickly the project management to others because it takes time and too much investment.

In the garage sector, feedback from users is positive about the use of Mavimplant, because it gives rise to questions that were not primarily thought of in the design project, for example about the different ways of arranging the equipment in order to ensure better safety, especially the location of the paint booth (according to feedback in a monthly professional newspaper on bodywork). The tool has been implemented in this sector for a year; however, there is still much feedback to go through.

The sustainability of the example is that the Mavimplant is a tool for an autonomous development of owner-manager's competencies in project design. The aim is to facilitate the owner's responsibility to manage OSH issues in the project making. The other aspect of sustainability is that the workplace design is an opportunity to take into account the risks and prevention in anticipation.

The difficulty is that an owner-manager maybe needs to rearrange the companies' premises two or three times during their entire working life. The first problem is that the tool must be known and accessible at the moment that they need it. The second problem is that after 5 to 10 years they may have forgotten the existence of this tool.

- **Learning from weaknesses and failures**

Several obstacles were present according to contexts and types of MSEs to implement the Mavimplant tools:

Effect of selection for no informatics users: not everyone may have skills to use computers and the younger generation is, in general, more familiar with the use of computers than the older generation. Moreover, MSE managers have to install the software on their own computers; therefore, the use of online software assumes a personal involvement for using it (time commitment, trial and error, download difficulties to overcome, software or computer incompatibility and so on).

The lack of time issue of a lot of constraints to manage leads the owner-manager not to go to the end of the Mavimplant application. The tool can also be too difficult (not adapted) to use in a small amount of time. They connect first because they are interested in optimising their layout or in having an idea of a future environment. However, they are not going to the end of the operation in order to simulate workflows. Few of them reach the final aim of the tool, using the tool as a basis for discussion with architects and designers. They only need the first step proposed by Mavimplant: a 3D representation of the environment with the premises and equipment. The tool works in a different way from that anticipated. It is not used to having a discussion with architect. The owner-manager imagines the future of rooms and the implementation of equipment. The owner-manager delegates to the architect the design; they are not competent to do that. The tool is relevant to the owner-manager to visualise, to project in the future. However, it is less so to find solutions adapted. The study of the feasibility of the solutions will be made by architect.

Certain users need to be assisted in using the software — the online training is not sufficient. Professional federations could collect the assistance needs of companies and relay the request to a CARSAT advisor. The Federation of Bakery and Patisserie has set up assistance, but it is still little requested by owner-managers that use Mavimplant.

When MSEs are in the process of redesigning the workplace, many of them do not know about Mavimplant. It is a challenge to provide the tool just in time, when it is needed.

The development of a specific tool for each sector makes the software maintenance difficult and complex.

The graphic design of Mavimplant can quickly become outdated (video games evolve very quickly). However, the playful aspect is attractive even if the design evolves.

The Mavimplant tool gives advice about safety-related equipment. It is necessary to prevent conflict between certain requirements or over-equipment situations, for example a smooth floor for ease of cleaning with the objective of quality and a rough floor to prevent slipping with the objective of safety.

- **The future of the good example**

Overall, the Mavimplant tool is a long-term project corresponding to services of advice for MSEs. It is important to maintain the professional partners involved. Four developments are expected:

- to developed the tool for other sectors;
- to integrate Mavimplant in training and education programmes;
- to make more link between Mavimplant and the risk assessment process;
- to conduct training days by professional federation advisers to support managers to continue until simulation with the material/product/employee flows, in order to encourage them to go beyond the implementation in 3D of the equipment in the premises and to reach the work organisation issues to make risk prevention.

At sectoral level, there are also planned projects related to the Mavimplant tool. A design competition will, for example, be created in the bakery sector, in which the best design project made by young apprentices will obtain an award (concours EKIP ‘ma boulangerie de demain’).

- **Conclusions**

Mavimplant aims to help MSEs’ owner-managers to design future workplaces in a 3D representation. The 3D model provides support in implementing a safety and occupational health approach in the creation of new and renovated premises. This tool is free of charge and available online. Training is given to OSH advisors in order to enable them for explaining the tool to MSEs owner-managers. The involvement of trade associations seems a key factor for a successful dissemination. Mavimplant will continue to be developed for other sectors of activity.

Mavimplant is a good example for several reasons: (1) it was created by the partnership between different actors; (2) the diffusion of this tool is possible by the professional organisations that are in proximity with MSEs; (3) the tool is free and easy to use; (4) several advisors help the owner-manager to use the tool; and (5) the target group is various: owner-manager, OSH advisors, architect.

The difficulty of this tool is that it is oriented on various target group. It is not adapted to each user (e.g. the owner-manager does not to go to the end of the Mavimplant application).

However, it is a good instrument to create the collective dynamic about the primary risk prevention between different actors. It is a good strategy to develop it in different sectors, adapting it to equipment with safety rules specific to the type of activity.

- **Transferability of the results**

The tool seems easy to be transferred to and used in other countries.

The weakness is that the tool must be adapted to each type of activity specific on each sector. It must respond to the relevance of the needs of users. It appears that the needs are different when the tool is used by a junior in project design of workplaces, by OSH advisors who will help the company or by the owner-manager, who has the need to visualise the future. The needs are also different for the architect, who realises the study of feasibility of equipment’s implantation.

- **References, key literature, web pages and so on**

INRS (2017). Website of the French Research and Safety Institute (INRS) about the Mavimplant tool: http://www.inrs.fr/media.html?refINRS=outil57

Mavimplant (2017). Website with the Mavimplant software, with a partnership between INRS, the Innovation Poles of the Pastry Industry Technical Center (CTMP) and the National Backery and Pastry Institute (INBP): http://boulangerie-patisserie-mavimplant.inrs.fr/index.html

Joint interview with a project manager involved in the MavImplant approach and Marc Malenfer (10 October 2016), who is project officer for SMEs at the INRS.

Canetto, P., Marsot, J. (2016). Conception des espaces de travail: la prevention en amont (dossier). Hygiène Santé Travail, no 242, pp. 42-45. INRS.

4.9 Methods for authorities' supervision adapted to MSEs

All European OSH authorities also cover MSEs and inspect them; however, the MSEs typically have special needs in relation to supervision. There are a few good examples describing initiatives where authorities have developed supervision adapted to MSEs. Two such examples are described below.

Several examples of authorities' initiatives to reach out to MSEs and improve OSH has been described above under other headings, for example the Polish awareness-raising activities promoting OSH described in the Estonian Best Workplace Practices Awards, and the Romanian campaigns focusing on MSEs and on new legislation about the labelling of chemicals (good examples 7, 8 and 11). Some authorities have been working with different kinds of OSH support to MSEs, such as the Estonian OSH training offered for managers in MSEs (good example 15), and the support in risk assessment offered in Ireland (good example 36). Authorities have also developed other strategies than inspections, such as cooperation with non-OSH organisations in the United Kingdom (good examples 17-19).

Good example 43. Denmark

OSH labour inspections adjusted for MSEs

Good example 44. Denmark

Coordination between Danish public authorities when inspecting MSEs

▪ Good example 43. OSH labour inspections adjusted for MSEs - Denmark

Bjarke Refslund, Sustainable Production, Department of Materials and Production, Aalborg University Copenhagen.

▪ Background[44]

In 2011, the Danish parliament made a broad agreement about the political framework for the development of OSH in Danish companies in the time period until 2020. The political agreement was between the government at that time (Denmark's Liberal Party and the Conservative People's Party) and the Social Democratic Party, the Danish People's Party and the Social Liberal Party (and hence included the largest of the Danish political parties). The political agreement was termed 'A strategy for working environment efforts up to 2020' and the stated goal of the strategy was 'to create a good working environment to help increase the safety and health of employees, and to ensure a long working life for the individual with the least possible absenteeism due to sickness' (Political agreement, p. 1). Furthermore, the political agreement included 19 specific (but still rather broad) initiatives for improving the work environment in all Danish companies. One of these initiatives (number 6) was specifically aimed at MSEs. The political agreement further stated in the opening clauses:

> *The parties also believe that smaller enterprises should be entitled to receive more and better consultancy services on how best to ensure a good working environment for their employees. There are a great many small enterprises in Denmark, and they may at times find it difficult to comprehend the vast number of rules and informative materials concerning occupational health and safety* (Political agreement, p. 3).

Therefore, the political agreement explicit acknowledges the special needs of MSEs and these are mainly operationalised in Initiative Six (there are also elements in other initiatives, for example differentiation of fines, so that larger companies get larger fines).

The specific Initiative Six in the political agreement about 'More help for smaller enterprises' states:

'The parties agree:

- When carrying out inspections in enterprises with one to four employees, the Danish WEA will provide guidance for the individual enterprise on how to meet the requirements in the Danish Working Environment Act concerning the OSH initiatives of the enterprise. For example how to use a workplace assessment or how to introduce annual talks on OSH.
- Similarly, the Danish WEA will provide guidance for smaller enterprises when the Authority identifies OSH problems at enterprises, for example by highlighting specific examples given in the Authority's guidelines. Similarly, the Danish WEA will refer smaller enterprises to other relevant stakeholders, including sector organisations and Sectoral Working Environment Councils, for further guidance.
- This initiative will enter into force on 1 January 2012.'

Thus, the initiative started in early 2012 and the WEA, which also includes the labour inspectors, was responsible for carrying out the political agreement. Another general initiative in the 2020 plan was for the WEA to give more dialogue-based inspections, so this matched the aims for Initiative Six rather well. These specific changes were mainly to be financed through changes in inspections, for example fewer inspections, but then emphasising the dialogue.

[44] This background information partly overlaps with good example 44, since both were initiated by the same political agreement.

- **Target group**

Initiative Six in the agreement explicitly states that the target group is MSEs with one to four employees, hence MSEs that fall outside of this group (those who have less employees than equals one full-time equivalent (FTE) or more than four) are not subject to the guidance requirements.

- **Description of the good example**

The 2020 national plan for developing OSH in Danish enterprises changed the OSH labour inspections, so that inspectors are obliged, in addition to carrying out inspections, to also increasingly provide guidance to micro enterprises as opposed to larger companies, which are only inspected without the guidance. The overall political agreement on work environment and OSH furthermore includes a paragraph stating that all Danish companies with 2.0 or more FTE will be inspected at least once during the period from 2012 to 2019 by the Labour Inspectorate/WEA. Furthermore, half of all companies with 1-1.9 FTE will be visited as part of risk-based inspections carried out by the Labour Inspectorate/WEA. This agreement covers all sectors, but MSEs in sectors that are assessed by the WEA as high-risk are more prone to inspections. Hence, all small companies with two or more FTE and half of the small companies (1-1.9 FTE) will be visited, a very substantial proportion of the MSEs, and the target group is thus very large, since the Labour Inspectorate is obliged to give guidance to the small companies.

The inspectors provide guidance about the organisation of OSH management, including the written risk assessment. When encountering health and safety risks, they also have an extended responsibility to guide the micro companies on how to improve the encountered issue, for example by highlighting explicit examples given in the WEA guidelines, so the guidance emphasises providing solutions to the encountered risks. This is different from the situation for larger companies, who to a greater extent have to solve the issues themselves, for example by contracting an external OSH advisor or other intermediaries. The guidance to the large companies is restricted since it is not the WEA's task to provide guidance on account of both liability issues and competition with OSH advisors. The WEA had a half-day workshop for the involved inspectors in order to introduce them to the changes following from the 2020 plan, including the increased emphasis on guidance for micro enterprises (but there were, however, also other issues discussed in the workshop).

- **Results and evidence of impact**

There has not been any systematic evaluation of the impact of the initiative. However, the general impression from the interviewee in the Labour Inspectorate, who had also discussed the issues with colleagues, was that the awareness on guiding the micro enterprises among the inspectors had increased markedly. This was also what the interviews with the Danish owner-managers conducted as part of the SESAME project's WP2 indicated, where almost all of them expressed the viewpoint that the WEA had become more consultative in their inspections, and this was also well perceived among the MSEs. Since this was a change applying to all inspections of MSEs, the reach of the initiative appears to be quite far-reaching. Our research-based perception, which was also often confirmed when interviewing MSEs, is that the Danish labour inspectors have in general adapted a more dialogue-based approach to the companies they are inspecting, which is also in line with some of the other initiatives in the 2020 plan.

- **Learning from weaknesses and failures**

It seems to be a positive development to focus more on the information and dialogue in the inspections; however, critics may claim that even though the 2020 plan explicitly states that 'Dialogue does not replace control and improvement notices', it may in some instances have weakened the regulatory aspects of the inspections. Although almost all Danish MSEs have been inspected in recent years, there can still be very long intervals between the inspections, which also may reduce the efficiency of the initiative. While all MSEs with 2.0 FTE or more will be visited at least once during the time frame, companies with less than 2.0 FTE are visited to a lesser extent; therefore some of these companies,

which are most likely also among the most vulnerable in OSH terms as a result of, for example, short life-span, are not reached by the initiative.

- **The future of the good example**

The initiative is running until 2020, and it appears, at least for now, that it will be made permanent afterwards, so that the labour inspectors are obliged to give more information to the MSEs on how to meet the demands made during inspections.

- **Conclusions**

The political agreement on giving MSEs extra support in terms of more guidance appears in general to be a good initiative, since the MSEs often have even greater difficulties in understanding and accessing the sometimes complex regulation. Furthermore, despite the lack of any systematic evaluations, it seems from the collected feedback from the WEA as well as from the researchers interviewing and talking to MSEs that it has had a positive impact on Danish MSEs. However, a more systematic evaluation would be very helpful. Especially the reach and scope of the initiative seems promising, since all Danish MSEs were also visited as part of the national plan on OSH.

- **Transferability of the results**

The extra guidance approach for MSEs could be applied in other settings; however, it demands that there is already a somewhat high level of labour inspections. As was also explicitly stated in the Danish political agreement, the guidance should not replace inspections; therefore it also means that there should be sufficient time for both inspecting and guiding the MSEs when conducting the inspections, which could be challenging in other countries, which often have a lower level of inspections.

- **References, key literature, web pages and so on**

The present description of this good example is based on the political agreement and three telephone interviews/conversations with an employee from the WEA's office for methods and tools, which was responsible for implementing the initiative. This was further supplemented by email dialogue with the staff in the relevant office.

The political agreement (2011), A strategy for working environment efforts up to 2020.

http://engelsk.arbejdstilsynet.dk/~/media/AT/at/12-Engelsk/Rapporter/2020%20engelskpdf.pdf (in English)

Interviews: The relevant employee in the WEA was contacted (through the involvement of the national focal point) and interviewed two times by telephone and on top of that several emails were exchanged. The employee in WEA had enquired other colleagues for further information on the topic.

▪ Good example 44. Coordination between Danish public authorities when inspecting MSEs - Denmark

Bjarke Refslund, Sustainable Production, Department of Materials and Production, Aalborg University Copenhagen.

▪ Background[45]

In 2011, the Danish parliament made a broad agreement about the political framework for the development of OSH in Danish companies in the time period until 2020. The political agreement was made between the then government (Denmark's Liberal Party and the Conservative People's Party) and the Social Democratic Party, the Danish People's Party and the Social Liberal Party (and hence included the largest of the Danish political parties). The political agreement was termed 'A strategy for working environment efforts up to 2020' and the stated goal of the strategy was to 'to create a good working environment to help increase the safety and health of employees, and to ensure a long working life for the individual with the least possible absenteeism due to sickness' (Political agreement, p. 1). Furthermore, the political agreement included 19 specific (but still rather broad) initiatives for improving the work environment in all Danish companies. The good example described here is directly initiated from Initiative 15 in the 2020 plan. The political agreement further stated in the opening clauses that 'There are a great many small enterprises in Denmark, and they may at times find it difficult to comprehend the vast number of rules and informative materials concerning occupational health and safety' (Political agreement, p. 3). Therefore, the special needs of the MSEs were clearly acknowledged, and this was addressed in some of the 19 initiatives including differentiation of fines and adjusted WEA inspections of MSEs (Danish WEA, which also includes the labour inspectors) as described in good example 43.

The initiative in the agreement (Initiative 15 'Coordination of guidance and inspections of enterprises by various authorities') that specified the coordination reads (among other things):

'The parties agree:

- It should be clarified if enterprises would find it more simple and efficient if authorities coordinated their guidance and control activities.
- If the initiative is launched, it must not jeopardise the control of the Danish Working Environment Authority.'

A working or enforcement committee was established under the Ministry of Economic and Business Affairs, compromising staff members from WEA, tax authorities and the Danish Veterinary and Food Administration (DVFA). In this work group, there were discussions on how to implement the initiative. The actual inspections were implemented between 1 March 2013 and 30 June 2014 by inspectors from the DVFA. The initiative was funded within the already existing budgets of the involved authorities.

▪ Target group

The target group for this initiative was new start-up restaurants and food businesses, which are all visited by the DVFA within the first month after they start the restaurant. These companies are by nature in general MSEs, although there may theoretically be larger companies among them. The experience is that many of these new-started small companies are vulnerable, since they have little knowledge of OSH matters. However, the findings in the evaluation actually showed that the owner-managers on average had eight years of experience from the industry, although this differed significantly.

[45] This information partly overlaps with good example 43, since both initiatives were initiated by the same political agreement.

- **Description of the good example**

The DVFA[46], as part of its inspection strategy, visited all new start-up restaurants and food businesses. As part of these inspections, so-called inter-ministerial (across authorities) expanded inspections were carried out by the inspectors from DVFA. Each restaurant would be inspected for one additional hour (on top of the 'normal' inspection of the food safety in the companies), of which the inspectors from DVFA used the first 30 minutes to advise the owner-managers on food safety followed by a 30-minute guidance on the rules on tax and OSH that are deemed to be the most relevant to these start-up firms. The aim was to provide a better and more consistent service experience to the companies and to increase the owner-managers' knowledge of their obligations in relation to the national regulations on food safety, tax issues and OSH. The second part on tax and OSH did not directly provide instructions on how to, for example, conduct risk assessments, but rather it provided guidance to the owner-managers so that they would know where to look for the relevant information afterwards. Each authority developed a leaflet for the inspections, and there was also a joint leaflet from all three authorities informing on the inspections. The DVFA inspectors had a single day extra training, so that they could give the initial guidance on tax and OSH issues, and help answer some of the initial questions the MSEs might have on OSH, but equally important to help raise the new started companies' awareness of OSH requirements. This could be a valuable input for these companies, since the first visit from the WEA could be quite far away.

- **Results and evidence of impact**

The initiative was designed with a test group of 267 companies and a reference group of 261 companies receiving the traditional inspections between 1 January and 28 February 2013, before the inspectors were given the training for the expanded inspections. The test group of 267 were then given the expanded inspection in the test period in order to be able to evaluate whether or not the expanded inspections would have an effect on regulatory compliance and knowledge in restaurants both in terms of the food safety, but also for the cross-authority aspects of tax and work environment/OSH.

The project was systematically evaluated mainly by the DVFA, by comparing the test group that got the expanded inspections with the reference group that did not. The results showed overall a small tendency for improved compliance with the food and veterinary regulation and the restaurants were better able to adjust to inspection remarks later on, but the effect was quite small. The Danish tax authorities could not see any significant effects in terms of better compliance in regards of registration duties, value added tax (VAT) and income tax reporting and so on, when comparing with a reference group. The WEA did, unfortunately, not conduct any systematic effect evaluation, so there is no effect evaluation of the OSH-related results including compliance with OSH legislation.

The initiative was, however, also evaluated through a questionnaire to the MSEs, and it was in general well received by the MSEs, although some of them thought it provided too much information all at once. The inspectors from the DVFA (who also replied to the questionnaire) were more sceptical in terms of giving the information on other topics, and only 59 % of the involved inspectors felt that the owner-managers were benefiting from the cross-authority information given. However, 84 % of the supervisors reported that the companies found the guidance method meaningful. Furthermore, 77 % of the owner-managers were satisfied with getting information from all three authorities simultaneously, which could indicate that the method of dissemination and awareness raising could prove useful in future inspections.

- **Learning from weaknesses and failures**

Despite the lack of specific effect evaluation on OSH compliance, the overall assessment based on the authorities' own evaluation including feedback from the MSEs as well as the research teams' interviews seems positive. Both owner-managers and the inspectors found that the combined inspection and information dissemination made good sense. However, it could appear that in a potential future project there would be an increased need for coordination across the authorities. The initiative was politically

[46] Food and veterinary authorities visit food companies more frequently than OSH/labour inspectors (see also SESAME report (EU-OSHA, 2016).

decided and the effort from the authorities did seem somewhat restricted. The material as well as the information would need to be further adjusted based on the evaluation if the initiative was to be more successful in future applications. This could, for instance, include increasing the DFVA inspectors' knowledge on OSH. The interviewed inspector stated that they found it hard to give advice on OSH, but this was never the intention. The wording in the project was that the inspections were to give directions for future action on behalf of the MSEs and not give guidance as such.

- **The future of the good example**

The initiative was stopped after the testing period despite the initial positive feedback, for example from the DFVA inspectors and the MSEs. This could partly be a resource matter, since the expanded inspections demanded more time and hence more resources. The coordination between the authorities also appeared a bit challenging.

- **Conclusions**

This project appears, in the researchers' assessment, as a promising approach with some positive results, although the evidence of the direct effects was less significant; however, the effect on OSH compliance was not measured within the project. It would need to develop the project further, including a more comprehensive strategy for cooperation and coordination between the authorities, which can be a lengthy process. The evaluation showed that both owner-managers and food safety inspectors found that there could be a positive outcome of the expanded inspections. In particular the fact that the DFVA inspectors were already conducting the inspections, and thus reach all newly started MSEs in the particular sector, could provide the authorities with a resource-efficient way into a personalised and face-to-face discussion of OSH and work environment with MSEs/owner-managers, something that was found to be important in overall SESAME project. Although the food inspectors have limited knowledge on OSH, they could facilitate an initial discussion and hence help increase OSH awareness among MSEs in a vulnerable sector. It would be interesting to have more experiences or testing like the project described here and also within different institutional contexts.

- **Transferability of the results**

The coordination between authorities seems to be a very straightforward and good idea, especially since the food inspections are carried out much more frequently, and the inspectors are hence already out there. In sectors and in countries with low levels of OSH inspections, the coordination could enhance OSH awareness among owner-managers and also provide the MSEs with the information or the knowledge of where to find the information on OSH issues. Therefore, the potential for this example in other countries seems large, and if there were other sectors, where other authorities are already making inspections and these could also provide OSH information, this would seem to be a good idea. However, it would require extra resources from the non-OSH authorities to include OSH in their inspections as well as political decisions to integrate the inspections.

- **References, key literature, web pages and so on**

The present description of this good example is based on content from the political agreement, telephone interviews/conversations with the employee from the WEAs office for methods and tools, who was in the working committee as well as the responsible staff member from the DVFA, who was also in the committee. Furthermore, the DVFA have made a project evaluation at the end of the project, which also provided significant information to this description, not least on the evaluation.

The political agreement (2011) *A strategy for working environment efforts up to 2020*

http://engelsk.arbejdstilsynet.dk/~/media/AT/at/12-Engelsk/Rapporter/2020%20engelskpdf.pdf (in English).

Evaluation (n/a) *Tværministeriel, udvidet førstegangskontrol: Et projekt med fokus på personlig vejledning og forebyggelse i mindre, nystartede virksomheder* [Inter-ministerial, expanded first time control: A project focusing on the personal guidance and prevention in small, start-up companies]. The Danish Veterinary and Food Administration.

Interviews conducted: The relevant employee in the WEA, who was part of the steering committee of the project, was contacted (through the involvement of the national focal point) and interviewed two times by phone and on top of that several emails were exchanged. Furthermore, the employee in the DVFA who had been involved in the project was also interviewed by telephone. Finally, an inspector from the DVFA who had done the actual inspections was also interviewed by telephone.

EU-OSHA (2016) *Contexts and arrangements for occupational safety and health in micro and small enterprises in the EU SESAME project*. Publications Office of the European Union: Luxembourg.

TE-RO-17-010-EN-N

The European Agency for Safety and Health at Work (EU-OSHA) contributes to making Europe a safer, healthier and more productive place to work. The Agency researches, develops, and distributes reliable, balanced, and impartial safety and health information and organises pan-European awareness raising campaigns. Set up by the European Union in 1994 and based in Bilbao, Spain, the Agency brings together representatives from the European Commission, Member State governments, employers' and workers' organisations, as well as leading experts in each of the EU Member States and beyond.

European Agency for Safety and Health at Work

Santiago de Compostela 12, 5th floor
48003 Bilbao, Spain
Tel. +34 944358400
Fax +34 944358401
E-mail: information@osha.europa.eu

http://osha.europa.eu